



MXD
CAMBRIDGE, MA

INFILL DEVELOPMENT CONCEPT PLAN AMENDMENT

SEPT 6TH, 2018

SASAKI

PREFACE

Since the approval of the Infill Development Concept Plan in March of 2017, tenant demands for space within the Kendall Square sub market have changed. In response to these changes, the following Concept Plan Amendment seeks to shift commercial Gross Floor Area (GFA) for Commercial Building B from its approved location at 250 Binney Street, to the proposed site at 325 Main Street, a location previously considered in earlier MEPA submissions, and in the K2 plan. In evaluating the overall merits of the Concept Plan Amendment, the clarifying points below should be considered in addition to the material found in this submission:

- The Concept Plan Amendment does not request any changes to the amount of approved GFA that was previously approved by Special Permit (PB #315), and is available under current zoning
- The proposed building at 325 Main Street more closely aligns with the K2 study.
- The proposed shift in massing relocates density to the nexus of activity on Main Street.
- The proposed amendment does not result in any material changes in traffic impacts, and proposes an alternative approach to accommodating vehicle parking needs by taking advantage of opportunities to appropriately reduce the delivery of new structured parking spaces within the MXD.
- The proposed shift in massing presents an opportunity to reconceive Kendall Plaza's western retail edge, and create a visual and physical pedestrian connection from the Kendall Plaza to the Kendall Square Rooftop Garden.
- The proposed amendment reaffirms the commitment to deliver up to 350,000 GFA of housing, which includes up to 425 market, affordable, middle income and three-bedroom units in the same phase as Commercial Building B.

Overall, any amendment to the Approved Concept Plan will have intrinsic benefits and challenges that will differ from the Approved Concept Plan. The project team looks forward to the opportunity to demonstrate how the proposed amendment will result in a net improvement of public benefit.

In addition to evaluating the proposed changes at the broader master plan level, the CRA Board and Planning Board will have the opportunity to review the proposed Commercial Building B and the Residential Building South during the Design Review process to ensure the continued, successful transformation of Kendall Square into a dynamic and vibrant neighborhood where the residents of Cambridge live, work and gather.

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SEPT 6th 2018

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Sasaki	District / Project Landscape Architects 145 Broadway
VHB	Traffic Engineering / Civil Engineering
The Green Engineer	Sustainability
RWDI	Environmental Science
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INTRODUCTION AND ACKNOWLEDGMENTS

This Amendment to the MXD Infill Development Concept Plan is the product of a collaborative effort from many teams. It has been prepared to communicate a comprehensive vision and is hoped that this master plan framework will provide the blueprint for a robust mix of uses, vibrant open space, and a strong sense of place for the MXD District in Kendall Square.

This framework communicates the complete spectrum of existing regulations, site assumptions, architectural and urban design principles through a series of diagrams and annotations. Unless otherwise noted, illustrations in this document represent existing and proposed development surrounding the project site. However, the development proposal remains cognizant of potential for changing future conditions.

This document shows improvements to the public realm in some instances beyond the MXD boundary that are conceptual and require further coordination with the City of Cambridge.

We thank all of the participants for their generous contribution of time and insight.



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- B. Certified TIS
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- D. Sustainability Supporting Documentation
- E. Steam Utilization Feasibility Review
- F. Approved IDCP Conforming Document
- G. Notice of Decision

An architectural rendering of a proposed development plan, overlaid with a semi-transparent pink filter. The scene depicts a city street with modern buildings. On the left is a curved building with many windows. In the center and right are taller, more complex buildings with geometric, stepped forms and glass facades. The street is populated with pedestrians on the sidewalks and cars on the road. Trees are planted along the sidewalks. The overall atmosphere is urban and modern.

1. PROPOSED DEVELOPMENT PLAN

1.0 INTRODUCTION

On January 17, 2017, Boston Properties Limited Partnership (the “Applicant”) received approval of the MXD Infill Development Concept Plan (the “Approved Concept Plan”) by the Cambridge Redevelopment Authority (CRA), and the Planning Board through the granting of a Special Permit as required under the Zoning Ordinance, authorizing the development of new commercial and residential uses within the Kendall Square Mixed-Use Development District (the “MXD District”). The Approved Concept Plan authorizes the development of additional infill gross floor area (“Infill GFA”), above and beyond the 3,333,000 square feet of infill gross floor area (“Infill GFA”) pursuant to Article 14 of the City of Cambridge Zoning Ordinance (the “Zoning Ordinance”) and Amendment No. 10 to the Kendall Square Urban Renewal Plan (KSURP), totaling 1,066,500 square feet of gross floor area (“GFA”) on four parcels within the existing Kendall Center complex in Kendall Square (the “Project”).

The Applicant submits this Major Amendment to the MXD Infill Development Concept Plan (the “Concept Plan Amendment”) as a request to amend the Special Permit (PB #315, or the “Special Permit”) that authorized the Approved Concept Plan, which was filed with the City Clerk’s Office on March 20, 2017. As set forth in the Zoning Ordinance, the currently proposed amendment to the Concept Plan is being submitted to the Planning Board as a Major Amendment, meaning that this application shall be subject to all of the same review, notice and hearing requirements as would be applicable to a new Special Permit.

This Concept Plan Amendment identifies and documents the key differences between the development program and building massing scheme previously presented in the Approved Concept Plan and the Concept Plan Amendment (the “Project Change”). The current development program and building massing scheme continue to comply with the final amendments to Article 14 of the Cambridge Zoning Ordinance approved by Cambridge City Council on December 21, 2015.

The Concept Plan Amendment does not request any changes to the amount of approved GFA, the GFA allocation between residential and commercial uses, nor the intent, purpose and substance of the approved Special Permit for phased development of new commercial and residential uses, or new ground floor retail space within the Kendall Square Mixed-Use Development District. This request is focused primarily on shifting approved commercial GFA associated with Commercial Building B from 250 Binney Street, to 325 Main Street, as well as offering an alternative approach to accommodating parking needs by taking advantage of opportunities to appropriately reduce

the delivery of new structured parking spaces. This is achieved through existing excess capacity and the adoption of a managed parking strategy within the Applicant’s existing parking garages within the MXD District.

In accordance with Section 14.32.2 of the Zoning Ordinance, this Concept Plan Amendment provides narratives and supporting graphical materials that document the Project Change associated with the following:

Refer to Figure 1.3 for a site context map

- **Proposed Development Plan**
- **Zoning Conformance**
- **Open Space Plan**
- **Retail Plan**
- **Transportation**
- **Infrastructure**
- **Environmental Impacts**
- **Sustainability Plan**
- **Phasing Plan**
- **Design Guidelines**

A summary of the Concept Plan Amendment is as follows:

- Up to 425 units of new, diverse housing across a broad spectrum of unit type, size, and affordability;
- 636,500 GFA of new commercial office space;
- 105,200 GFA of new innovation space converted from existing office uses.
- Approximately 10,000 GFA of new ground floor retail/active use space that will activate Broadway and add to the activation of Kendall Square;
- Approximately 42,300 GFA of retail space that will activate Main Street and the Kendall Plaza;
- New and enhanced open space and streetscapes along Broadway, Binney Street, Main Street and the 6th Street connector;
- Up to 685 new covered and secure long-term bicycle parking spaces and 122 short-term bicycle parking spaces; and
- Up to 413 additional vehicle parking spaces within the vicinity of the Project.

As demonstrated herein, the Concept Plan Amendment remains in conformance with the criteria for approval of a Planned Unit Development of Article 12.35.3 and Project Review Special Permit set forth in Section 19.25 of the Zoning Ordinance (as discussed in Section 2), the Sustainable Design and Development Requirements of Article 22.23 (as discussed in Section 6), and satisfies all other requirements necessary for the issuance of the requested major amendment to the Special Permit.

The following sections provide a brief summary of project updates, an overview of the project history and background, including a summary of Massachusetts Environmental Policy Act (MEPA) and Special Permit Review and approvals, a description of existing and proposed conditions, an analysis of the Project's consistency with the K2 Master Plan, a description of the Project's requested amendments to the Special Permit, and a summary of public benefits associated with the Project.

PROJECT UPDATES

SUMMARY OF PROJECT REFINEMENTS SINCE THE APPROVED CONCEPT PLAN

The Project Change consists of modifications to the preliminary development program and building massing scheme previously presented in the Approved Concept Plan, in addition to a modified approach to accommodating parking requirements. Overall, the development program and building massing modifications do not modify the amount of approved GFA, or GFA allocation between residential and commercial uses, or cause additional traffic impacts. The proposed adaptations comply with the existing MXD Zoning. The following section summarizes small refinements to the Project since the Approved Concept plan filing:

Relocation of Commercial Building B GFA: As described above, the Project Change proposes to shift approved commercial GFA associated with Commercial Building B from 250 Binney Street to 325 Main Street.

Increased Delivery of Enhanced Retail/Active Uses: The existing building located at 325 Main includes approximately 42,300 square feet of existing retail GFA on the ground level, and one level below ground. As a component of the Project Change, Commercial Building B proposes to replace and reconstruct approximately 42,300 square feet of retail GFA, all or the majority of which will be located on the ground level, and one level above ground. A portion may remain at one level below ground. The Project Change will therefore not only result in a net increase of enhanced retail GFA as compared to the Approved Concept Plan, but all or the majority of the reconstructed retail space at 325 Main Street will be located above grade, making the retail space more attractive to potential tenants, and better activating the public realm and the existing retail corridor along Main Street and the Kendall Plaza.

Reallocation of Infill GFA Between Commercial Building A and B: Construction of Commercial Building A (145 Broadway) broke ground on July 18, 2017 and is expected to be completed by Q4 2019. As documented in Table 1-1, Commercial Building A did not utilize approximately 10,128 of anticipated commercial and retail infill development GFA. This infill GFA has been reallocated to Commercial Building B, resulting in no net change to the GFA that was previously approved.

Alternative Vehicle Parking Approach: Please refer to Section 5.5 for a detailed summary of the Applicant's alternative approach to accommodating vehicle parking needs by taking advantage of opportunities to appropriately reduce the delivery of new structured parking spaces within the MXD. This is achieved through existing excess capacity and the adoption of a managed parking strategy within the Applicant's existing parking garages within the MXD District.

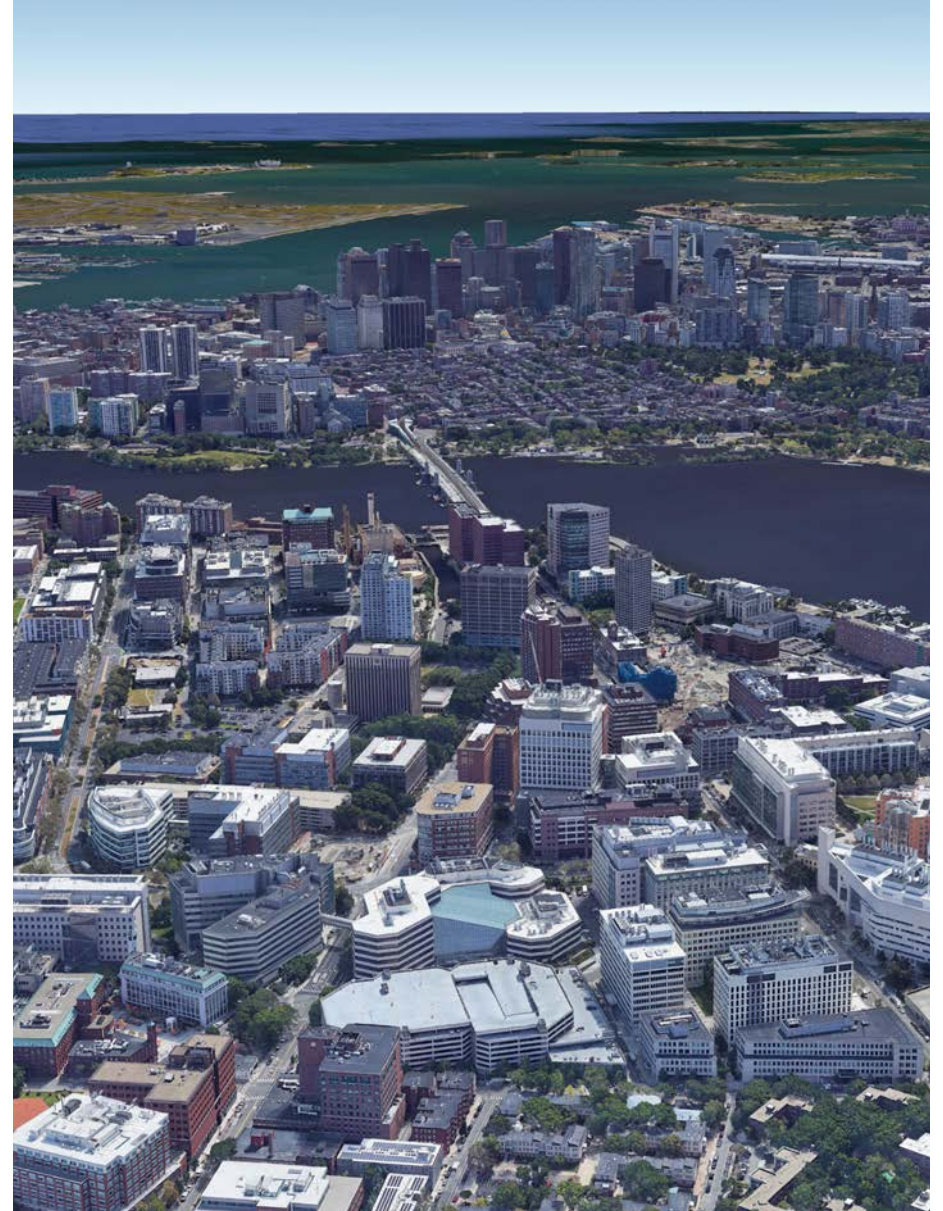
PHASE I CONSTRUCTION UPDATE

Since the Original Concept Plan was approved in 2017, the Applicant has commenced construction of the commercial space and ground floor retail associated with the Commercial Building A (Phase I) at 145 Broadway, which is anticipated to be complete in Q4 2019. 145 Broadway will stand as Akamai's new global headquarters, and provide 8,700 GFA of ground floor retail space. In conjunction with Commercial Building A, the Applicant will deliver enhancements to the 6th Street Connector that are slated to begin in Q3 2018, planned enhancements to the East West connector to the west of the West Service Drive to be delivered by Q4 in 2019, and enhancements to approximately 60,496 GFA of Innovation Space to be located at 255 Main Street and delivered by Q4 2019.



1978 AERIAL VIEW OF KENDALL SQUARE.

FIGURE 1.1



2018 GOOGLE EARTH AERIAL VIEW OF KENDALL SQUARE.

1.1 PROJECT HISTORY AND BACKGROUND

The adoption of the KSURP in 1965 and the first Major Plan Amendment in 1977, allowed the CRA to carry out the acquisition of 70 parcels of land, relocation of over 100 businesses, demolition of about 100 buildings and clearance of 43 acres of land. The original Kendall Square Urban Renewal Area included land between Main, Third, and Binney Streets as well as the Grand Junction Railroad. Figure 1.1 shows the 1976 KSURP area boundary and property acquisition areas.

In the late 1970s, the CRA and Cambridge City Council engaged the public in a planning effort which led to the creation of the MXD District in 1977 and intended to attract mixed-use development to the area north of the MBTA Kendall/MIT Red Line station. The District boundary, as shown in Figure 1.2, represents the zoning district that was established in the 1970s to help complete the development within the Urban Renewal Area for all of the non-federally owned land. The CRA selected Boston Properties as the master developer of the Cambridge Center Master Plan.

Over the last 30 years, Kendall Square has become a center of innovation, creativity and technology; exceeding the expectation of the planners, designers, and developers in the 1960's and 70's. KSURP Amendment No. 10 advanced the City of Cambridge's (the "City") planning goals for the KSURP (consistent with the recommendations from the 2013 K2C2 Planning Study for the KSURP area) through more efficient and improved use of the Kendall Square area and existing infrastructure. Amendment No. 10 updated the KSURP to not only facilitate job growth and housing opportunities, including the provision for affordable housing in Kendall Square, but also to achieve the broader goal of creating a sustainable, inviting, and inclusive neighborhood.

The building construction limit under the Zoning Ordinance and the KSURP, which has almost been fulfilled, was increased to meet the continued demand for additional housing, office and biotechnology manufacturing space as well as to bring supporting retail to the KSURP area, while also enhancing open space opportunities. New provisions of Amendment No. 10 assist the CRA in linking transit investment to development to

ensure that the KSURP area's transit assets grow along with it. Requirements for innovation space, affordable housing, and ground floor retail are included so that Kendall Square remains not only a destination for the great thinkers of today, but also a laboratory for the great ideas of tomorrow, that will ensure the successful future of the City of Cambridge as a diverse, innovative and active neighborhood.

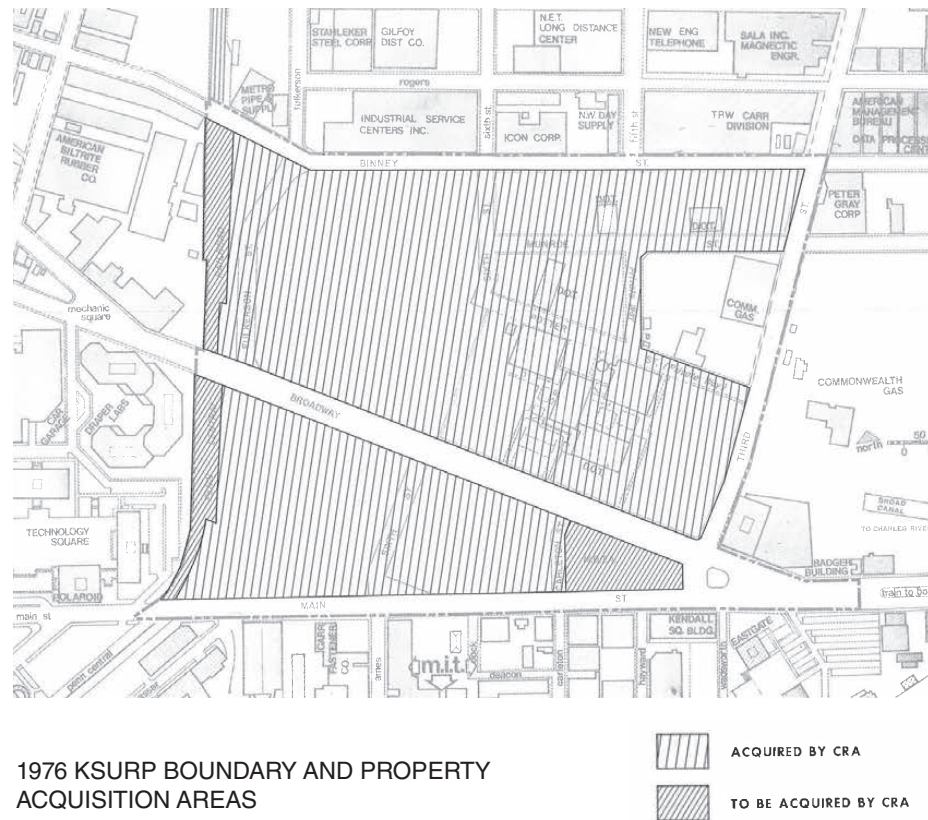


FIGURE 1.2

1.1.1 MEPA REVIEW

Adopted in 1965, the KSURP has been updated and amended a number of times since it was originally reviewed and approved under MEPA in 1977 (EEA No. 1891). As part of these updates (Plan Amendments No. 2 through No. 9), the CRA and the Applicant regularly consulted with and updated the MEPA office, specifically on changes to traffic as a result of development program changes.

This section provides a summary of the review and approval history for the most recent previously-reviewed proposed build condition, Plan Amendment No. 10. The Single Environmental Impact Report (SEIR) filed on October 15, 2015 for a detailed summary of the original KSURP MEPA filing and Plan Amendments No. 2 through No. 9.

MOST RECENT PREVIOUSLY-REVIEWED PROPOSED BUILD CONDITION - AMENDMENT NO. 10

On April 15, 2015, the CRA filed an “expanded” Notice of Project Change (NPC) with a request for an Single Environmental Impact Report (SEIR) for a Major Plan Amendment to the KSURP (Amendment No. 10) to allow for up to 1,034,000 gross square feet of additional commercial and residential development (the “Previously Reviewed Project”), which included the following components:

- Cambridge Center North Garage Commercial Buildings, including approximately 590,000 square feet of net new office, innovation, and retail space;
- Eleven Cambridge Center Residential Building, including 294 residential units and approximately 25,000 square feet of ground floor retail;
- Three Cambridge Center Mixed Use Building, including replacement office space (approximately 1,100 square feet net new), and the addition of 266 residential units and approximately 20,000 square feet of ground floor retail; and
- Approximately 75,100 square feet of new office

space to be undertaken by other parties separate from the Applicant (referred to herein as “Other Developers”), including:

- An approximately 60,000-square foot office expansion at the existing Whitehead Institute building at Nine Cambridge Center (the “Whitehead Institute Addition”); and
- Conversion of approximately 15,100 square feet of mechanical space to commercial office space at the existing Broad Institute building at 75 Ames Street (the “Broad Institute Office Conversion”).

The submission to MEPA for this Plan Amendment included a traffic analysis, which projected that a maximum build out under Plan Amendment No. 10 would have generated 14,457 average daily vehicle trips.

On May 29, 2015, the Secretary of Energy and Environmental Affairs issued a Certificate requiring a SEIR, which was filed on October 15, 2015. The SEIR addressed the Scope presented in the NPC Certificate and, at the request of City of Cambridge reviewers, represented a final updated document for the Project rather than providing a document that solely responds to the MEPA Scope. On November 25, 2015 the Secretary issued a Certificate on the SEIR that determined the Project adequately and properly complied with MEPA and its implementing regulations. The Certificate required the CRA to file a NPC that included updated mitigation commitments for public review and comment. Following MEPA review, Plan Amendment No. 10 was approved by the Cambridge City Council on December 21, 2015.

On June 30, 2016, the CRA filed the required NPC that:

1. Documented the more fully developed proposed project mitigation related to public transit for public review and comment (in the form of the Memorandum of Understanding between the Massachusetts Department of Transportation (MassDOT)/Massachusetts Bay Transportation Authority (MBTA), City of Cambridge, and the Applicant), in accordance with the SEIR Certificate (the “draft MOU”); and

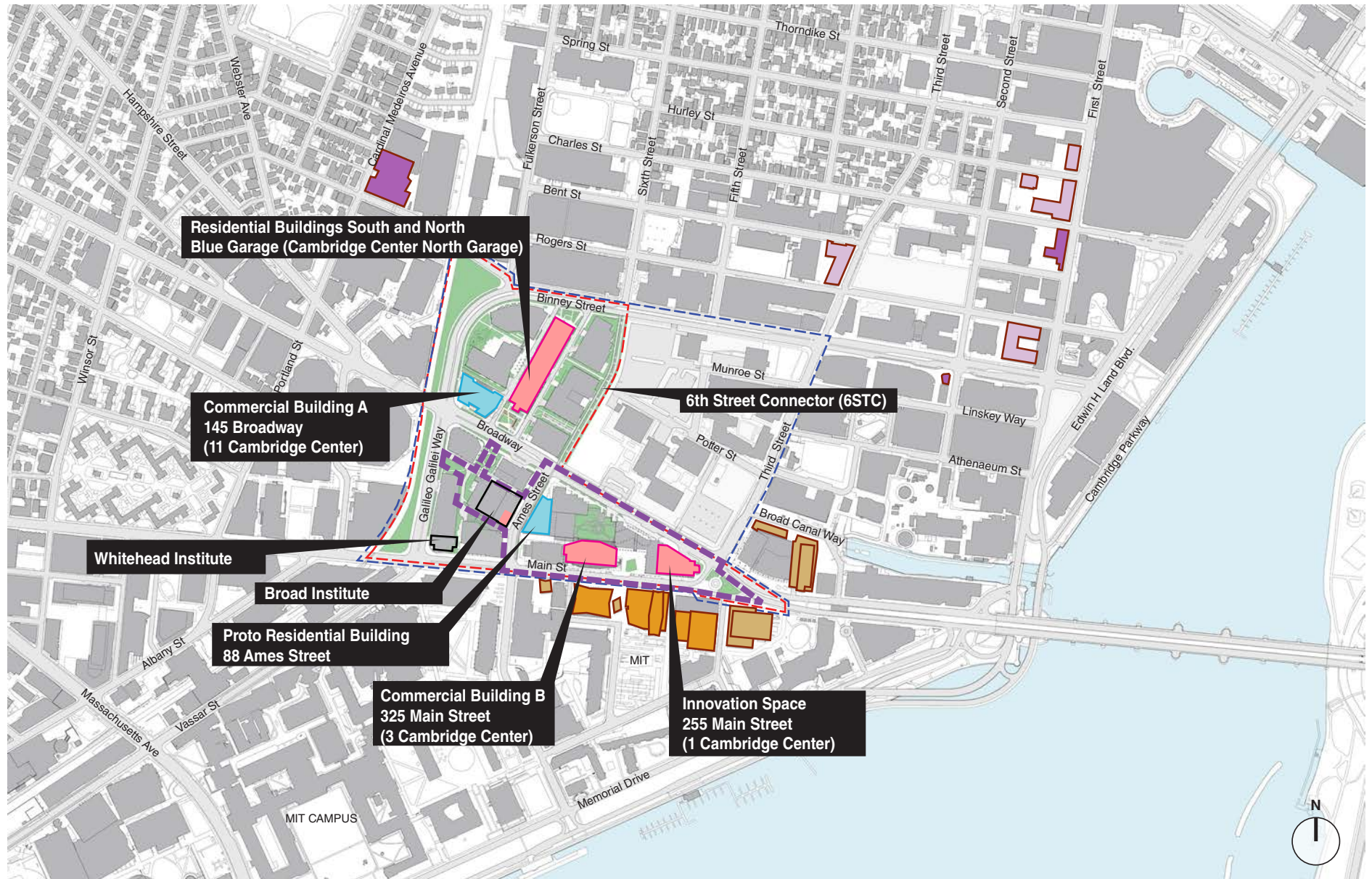
2. Documented the key differences between the preliminary development program and building massing scheme previously presented in the SEIR and the currently proposed plan in response to the public process in the fall/winter of 2015 leading up to the final amendments to Article 14 of the Cambridge Zoning Ordinance approved by Cambridge City Council on December 21, 2015.

On August 5, 2016, the Secretary of EEA issued a Certificate that determined the Project adequately and properly complied with MEPA and its implementing regulations. While the Project Change described herein would qualify as a material change, this Project Change does not require a new or amended state agency action or permit and therefore does not necessitate further MEPA review.

On May 9th, 2017 the Kendall Square Transit Enhancement Program (KSTEP) Memorandum of Understanding (MOU) was executed.

1.1.2 SPECIAL PERMIT REVIEW

The Notice of Decision (PB #315) approving the Approved Concept plan was voted on January 17, 2017. The currently proposed amendments to the Concept Plan are being submitted to the Planning Board as a Major Amendment, which results in this application being subject to all of the same notice and hearing requirements as would be applicable to a new Special Permit. Under the Concept Plan Amendment, the Board shall consider the substance of the proposed changes (and not review the entirety of the Approved Concept Plan) where proposed changes do not constitute a substantial alteration to the intent, purpose and substance of the Special Permit. The changes proposed in this Application do not consider any changes in the amount of approved GFA, the allocation of GFA between commercial versus residential uses, nor the intent, purpose and substance of the approved Special Permit for phased development of new commercial and residential uses within the Kendall Square Mixed-Use Development District, or new ground floor retail/active use space.



- Proposed Projects
- Permitted MIT Noma/Soma Projects
- Permitted Projects by others

- Permitted Projects Under Construction
- MIT Noma/Soma Projects Under Construction
- Permitted Projects by others Under Construction

- MXD Boundary
- KSURP Boundary
- Ames Street District ASD

1.2 EXISTING SITE CONDITIONS

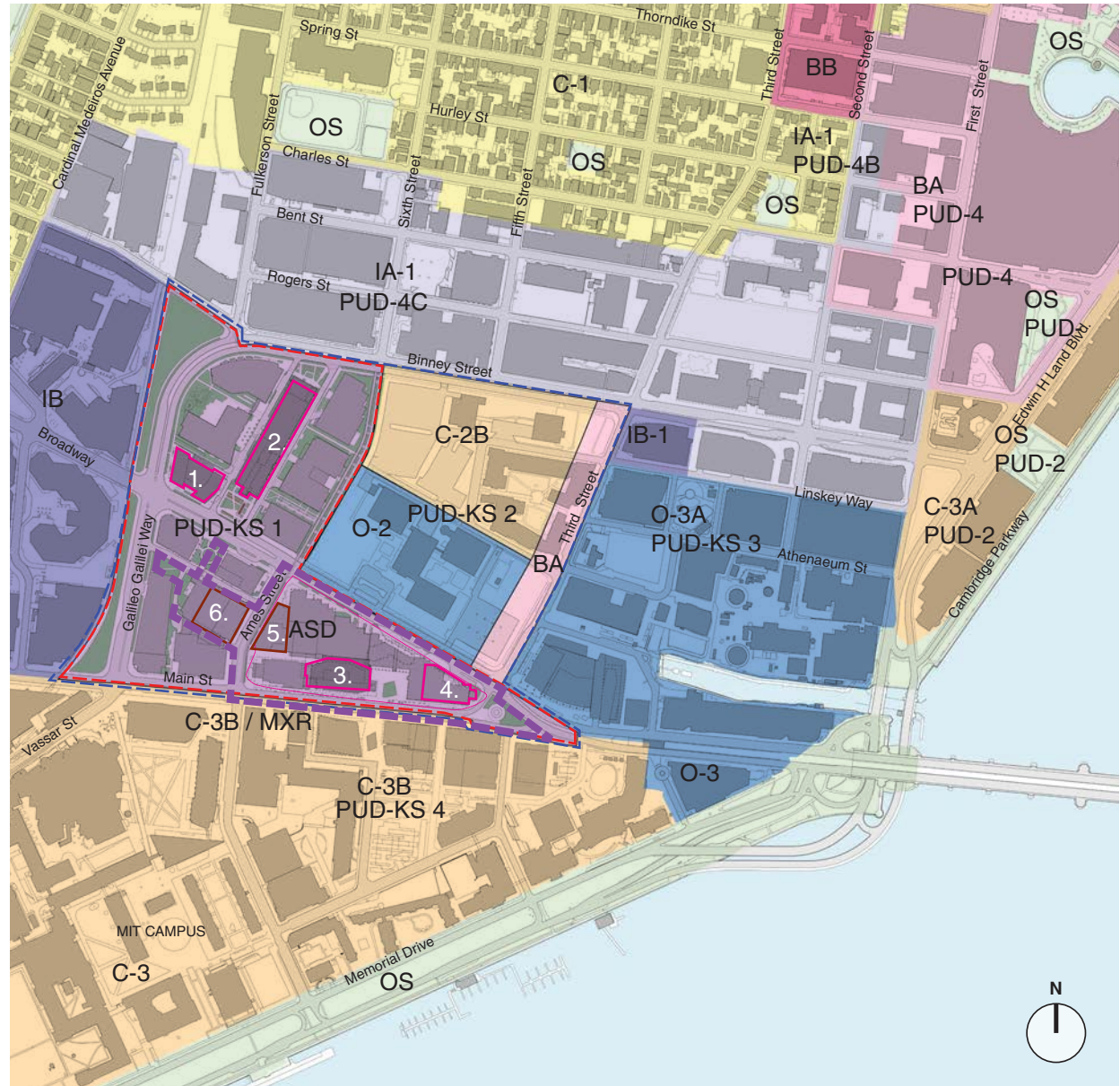
EXISTING ZONING

FIGURE 1.4

Figure 1.4 presents the existing zoning map and Figure 1.5 presents the existing land use diagram. Refer to Table 1-1 for a summary of the existing development on these parcels.

Figure 1.6 B shows the specific parcels within the Kendall Center areas that are the subject of the Project. Please note that since Commercial Building A is currently under construction, the existing site conditions have been revised to show the building under construction. Proto residential building at 88 Ames Street is also under construction.

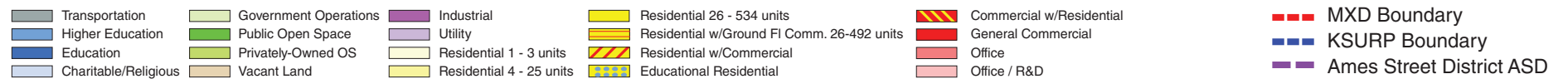
1. 145 Broadway (formerly referred to as 11 Cambridge Center);
2. Blue Garage (formerly referred to as Cambridge Center North Garage) fronting Broadway and Binney Street;
3. 325 Main Street (formerly referred to as 3 Cambridge Center); and
4. 255 Main Street (formerly referred to as 1 Cambridge Center).
5. Proto residential building at 88 Ames Street
6. The approximately 246,000 square foot Broad Institute building located at 75 Ames Street was the subject of Plan Amendment No. 8. Project Change Description. (Completed in 2014).



- Proposed Building Sites
- MXD Boundary
- KSURP Boundary
- Ames Street District ASD



Source: Base Map Adapted from CDD GIS Map: Prepared by Brandon Monroe on August 1th, 2017, Link : https://www.cambridgema.gov/~media/Files/CDD/Maps/LandUse/cddmap_land_use_20170814.pdf?la=en.



EXISTING LAND USE

FIGURE 1.6A



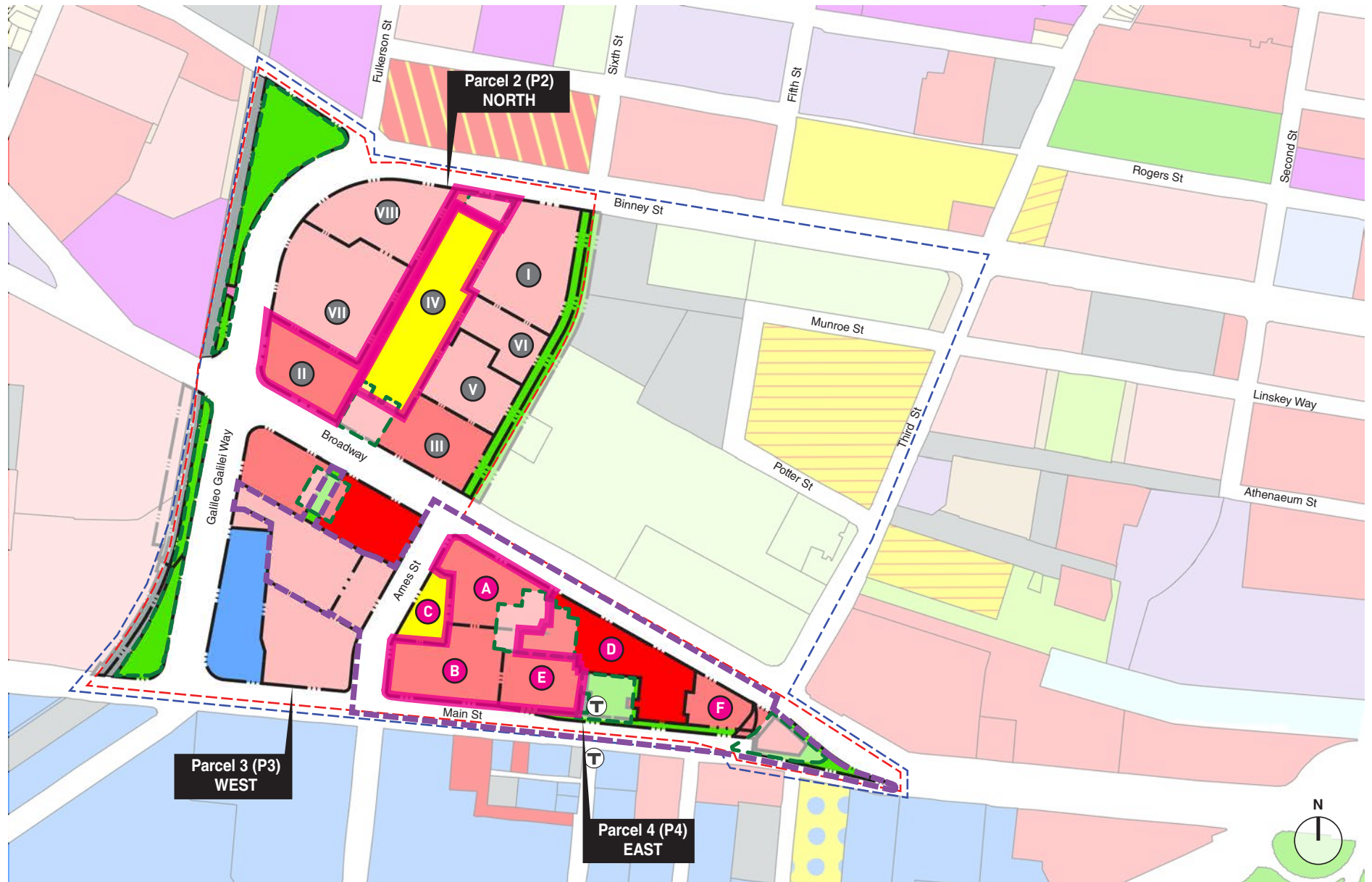
I Tract Number
A Lot Letter

Proposed Lot Boundary
Tract/Lot Boundary
Open Space/Park

MXD Boundary
KSURP Boundary
Ames Street District ASD

PROPOSED LAND USE

FIGURE 1.6B



Source: Base Map Adapted from CDD GIS Map

- General Commercial
- Office
- Office / R&D

- Residential 26 - 534 units
- Government Operations
- Industrial
- Transportation

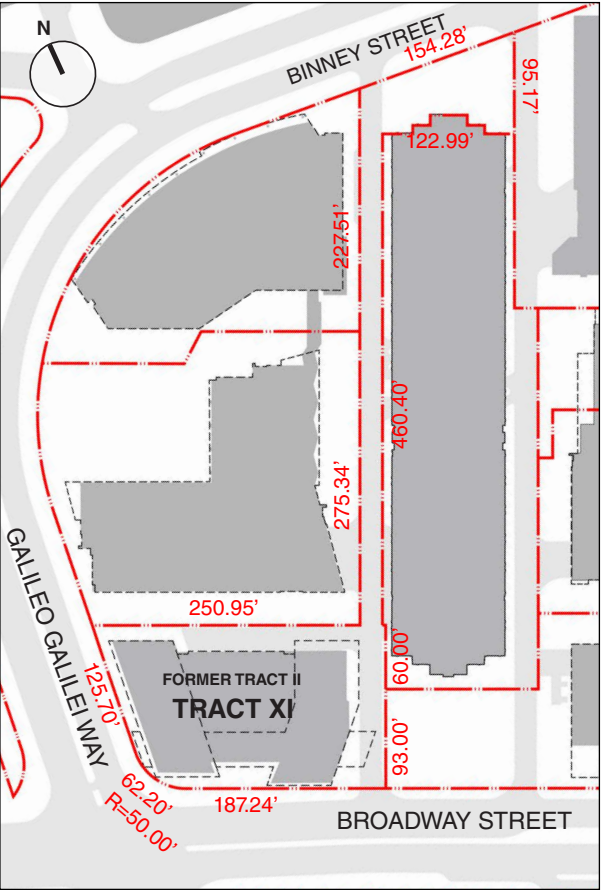
- Tract Number
- Lot Letter

- Project Lot Boundaries
- Tract/Lot Boundary
- Open Space/Park

- MXD Boundary
- KSURP Boundary
- Ames Street District ASD

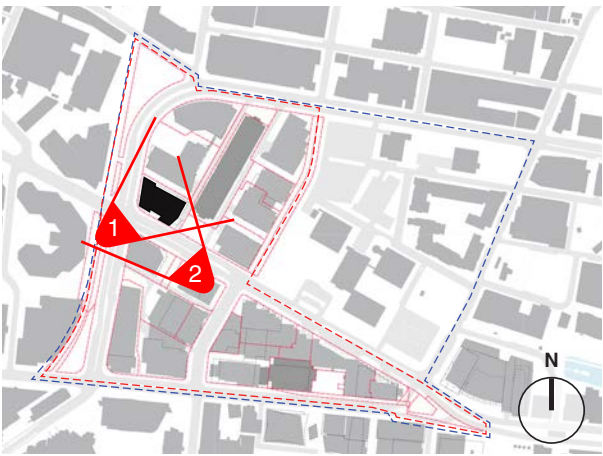
1.2.1 145 BROADWAY (FORMERLY 11 CAMBRIDGE CENTER)

The 145 Broadway site consists of approximately 57,097 square feet of land at the corner of Broadway and Galileo Galilei Way. The Applicant has commenced construction of the commercial space and ground floor retail associated with the Commercial Building A (Phase I), with an estimated completion and Certificate of Occupancy in Q4 2019. The office space will stand as Akamai's new global headquarters, and will deliver 8,700 GFA of ground floor retail space.

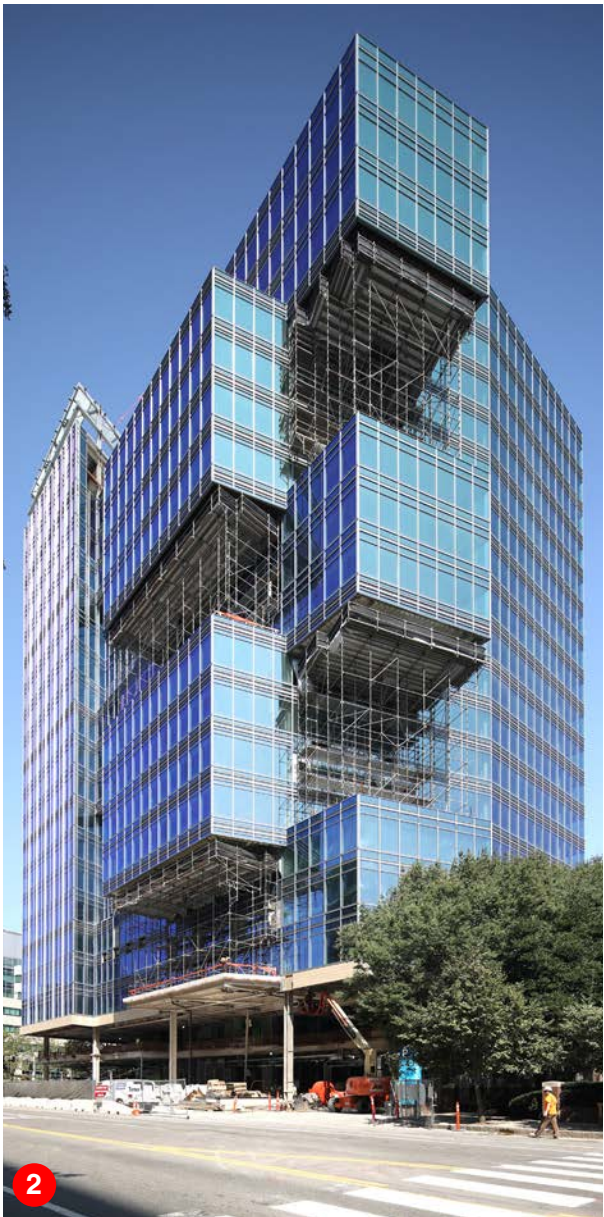


PARCEL BOUNDARY

- 1. PARCEL BOUNDARIES SHOWN FOR REFERENCE, PLEASE REFER TO SURVEYS IN APPENDIX
- 2. *REFLECTS REVISED LOT

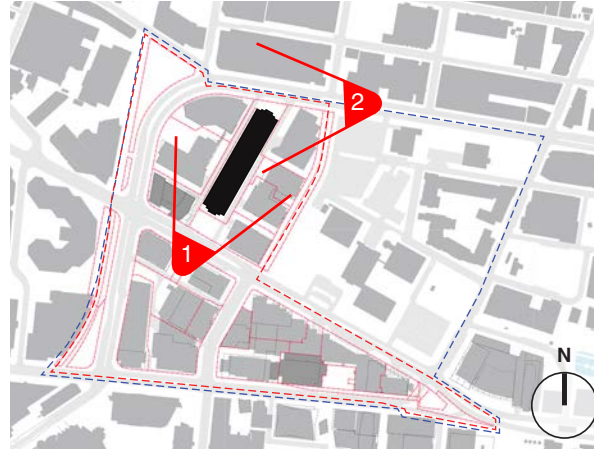


KEY PLAN

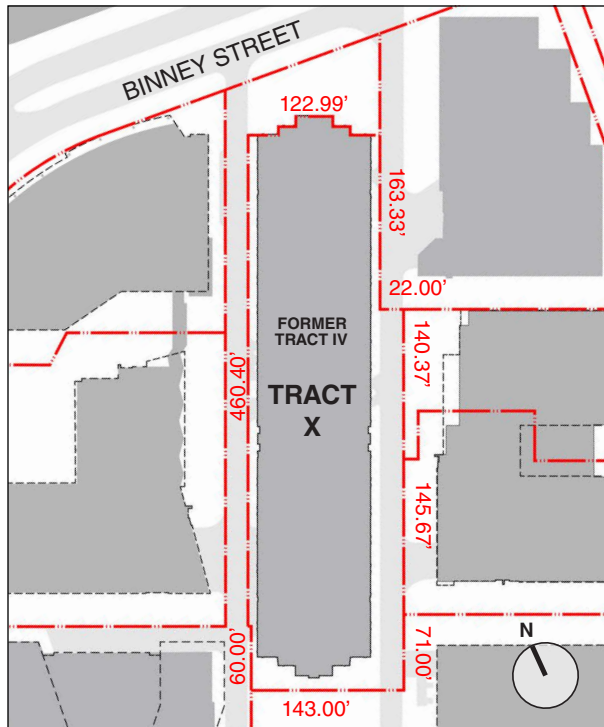


1.2.2 BLUE GARAGE (FORMERLY CAMBRIDGE CENTER NORTH GARAGE)

The Blue Garage is a six-story approximately 72,613* square foot site with an existing parking facility located between 105 Broadway and 145 Broadway to the south and 300 Binney and 250 Binney Street to the north. The garage is surrounded by commercial office and biotech lab buildings to the east and west and bounded by park space to the north and south. Access to the garage is through two one-way service roads (the “East Service Road” and the “West Service Road”) (collectively the “Service Roads”) on either side of the garage, that connect to Binney Street to the north and Broadway to the south.



KEY PLAN



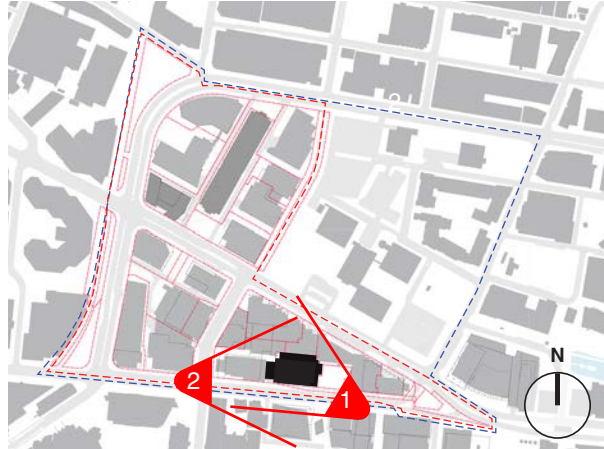
PARCEL BOUNDARY

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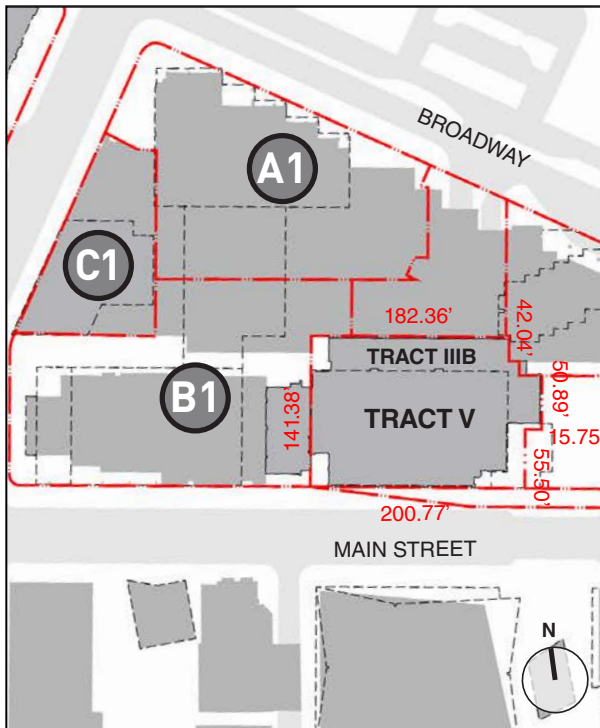


1.2.3 325 MAIN STREET (FORMERLY 3 CAMBRIDGE CENTER)

The 325 Main Street site consists of approximately 28,823 square feet of land and contains 42,300 square feet of existing retail on ground and basement level, and office space of approximately 118,965 GFA. The site is bordered by Main Street to the South, 355 Main Street to the West, the Green Garage to the North, and the Kendall Plaza to the East.



KEY PLAN



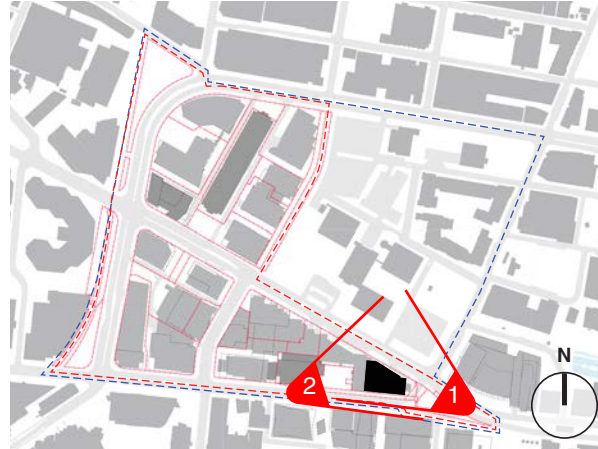
PARCEL BOUNDARY

1. PARCEL BOUNDARIES SHOWN FOR REFERENCE, PLEASE REFER TO SURVEYS IN APPENDIX

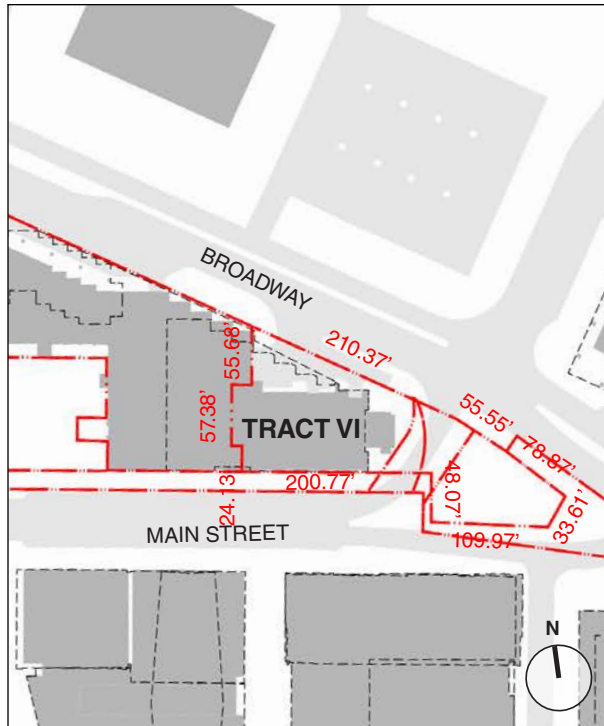


1.2.4 255 MAIN STREET (FORMERLY 1 CAMBRIDGE CENTER)

The 255 Main Street site consists of approximately 224,538 square feet of commercial office space located at the corner of Broadway and Main Street. The site is bordered by Broadway to the North, Point Park to the east, Main Street to the south and a plaza to the west.



KEY PLAN



PARCEL BOUNDARY

1. PARCEL BOUNDARIES SHOWN FOR REFERENCE, PLEASE REFER TO SURVEYS IN APPENDIX



1.3 PROPOSED CONCEPT PLAN

1.3.1 OVERALL VISION

Since the establishment of the MXD District, rapid advances in technology, social interaction, health, transportation, energy and commerce have changed how we use and plan our cities. Much of this change was driven by the citizens, industry professionals, organizations and academic researchers who have made Kendall Square a globally renowned epicenter of innovation.

This Concept Plan Amendment remains committed to the vision documented in the Approved Concept plan that reflects the unique needs and interests of the people who live, work, connect and innovate in the MXD District and creates an opportunity for the built environment to be adapted to keep pace with the innovative efforts of its citizens. The amended development proposal allows the Applicant the opportunity to recognize and reinforce what exists and has worked well in the past, adapt to evolving market conditions and urban design strategies to create what is needed now, and to plan for the possibilities in our future.

This vision is achieved through the following specific goals:

Active and Connected Open Space

The creation of new open space and the enhancement of existing open space that prioritizes connections between existing public spaces and allows for greater flexibility in park programming and use.

Mix of Development Programs

The careful blending of office, housing, retail and innovation space to ensure a dynamic and lively environment that serves people of different backgrounds, interests, professions and incomes.

Diversity of Housing

The addition of new housing across a range of unit types, sizes and affordability through a combination of apartments, condominiums, as well as middle income housing and affordable housing.

Investment in Alternative Transportation Infrastructure

The creation of new pedestrian and bicycle paths to ensure connected but separate paths of travel that recognize the varying needs and capacities of pedestrians and cyclists.

Retail

Creating a diverse, sustainable retail program that helps enliven the streetscape while being considerate of the broader retail landscape in Kendall Square.

Distinctive Architecture in Context

Architecture that respects the context of the surrounding area but creates a visually interesting streetscape that offers a blend of materials, forms and experiences.

Thoughtful Adherence to Urban Planning Guidelines

Urban Design that respects the spirit, goals and guidelines established by the K2 Study but allows for purpose-based design decisions that result in a better built environment.

Sustainability

Meeting established criteria but thinking beyond the constraints of a scorecard to integrate designs that incorporate public and building occupant wellness and district approaches to sustainability.

Innovation Space

The creation of 105,200 square feet of Innovation space to the project area, including at 255 Main Street, the highly visible front door of Kendall Square, to ensure the continued vitality and spirit of innovation that defines Cambridge.

1.3.2 PROPOSED AMENDMENT PROGRAM

The Proposed Amendment Program continues to comply with the most recent amendment to Article 14 of the Cambridge Zoning Ordinance approved by Cambridge City Council on December 21, 2015 after a public process that began in 2012 with a broad planning process known as K2C2 during the summer of 2015. The final zoning process was carried out in conjunction with the most recent MEPA review process detailed in Section 1.1.1.

The Project continues to address the City's desire for affordable and middle-income housing as well as the creation of innovation space consistent with the K2 Plan. Further, the Project will result in a myriad of public benefits and improvements including public open space, upgraded storm water management facilities, increased property tax revenue, job creation, streetscape improvements and bicycle accommodations, all of which are documented in detail in the Original Concept Plan.

As shown in Figures 1.11 - 1.14, the Project aims to encourage new development in the form of the following individual components (the "Project Components"):

- Commercial Building A located at 145 Broadway;
- Residential Building South located atop the Blue Garage fronting Broadway;
- Commercial Building B located at 325 Main Street; and
- Residential Building North located atop the Blue Garage fronting Binney Street;
- Innovation Space Conversion located at 255 Main Street (Phase I Innovation Space Currently in Development).

The proposed changes to the existing Broad Institute building at 75 Ames Street are covered by the Zoning Ordinance and KSURP but are under the control of Other Developers and are not included in this Concept Plan. Table 1-1 presents the proposed development program. Where applicable, to document the Project Change, original values from the Approved Concept Plan are provided in ~~red strikethrough~~ text.

DEVELOPMENT PROGRAM SUMMARY BY USE (GFA ¹)						
	PHASE 1	PHASE 2		PHASE 3		
	<u>COMMERCIAL BUILDING A</u>	<u>COMMERCIAL BUILDING B</u>	<u>RESIDENTIAL BUILDING SOUTH</u>	<u>RESIDENTIAL BUILDING NORTH</u>	<u>BROAD INSTITUTE OFFICE CONVERSION²</u>	<u>TOTAL</u>
COMMERCIAL GFA ³	365,095 354,278	248,039 268,222	0	0	14,000	627,134 636,500
RETAIL/ACTIVE USE ⁴ GFA	10,037 8,700	8,029 0 [*]	0	1,300	0	19,366 10,000
RESIDENTIAL ⁵ GFA	0	0	350,000	70,000	0	420,000
TOTAL NET NEW	375,124 362,978	256,068 268,222	350,000	71,300	14,000	1,066,500

DEVELOPMENT PROGRAM SUMMARY BY BUILDING HEIGHT					
	PHASE 1	PHASE 2		PHASE 3	
	<u>COMMERCIAL BUILDING A</u>	<u>COMMERCIAL BUILDING B</u>	<u>RESIDENTIAL BUILDING SOUTH</u>	<u>RESIDENTIAL BUILDING NORTH</u>	<u>BROAD INSTITUTE OFFICE CONVERSION²</u>
HEIGHT (FEET)	250'	200' 250'	350'	170'	N/A
FLOORS	19 FLOORS	UP TO 14 FLOORS UP TO 16 FLOORS	UP TO 34 FLOORS	UP TO 12 FLOORS	N/A

1. GFA as defined in Article 2.0 of the Cambridge Zoning Ordinance.

2. Represents the conversion of existing mechanical space to be re-purposed/fit-out into leasable commercial/laboratory office space at the Broad Institute's 75 Ames Street location. The Applicant is not responsible for the execution of this component of the Project.

3. Incorporated within the Commercial GFA Figures is the Innovation Space tied to Commercial Building A and Commercial Building B.

4. Active Ground Floor Uses, can include retail uses and active public gathering space (whether open or enclosed) where that ground floor fronts Main Street, Broadway or Ames Street, per Article 14.38 of the Cambridge Zoning Ordinance.

5. Refer to Section 2.1.1, Housing Program for a more detailed breakdown of the Residential GFA.

6. Innovation space to be developed concurrently with Phase 1 of the Project.

* Area represents zero net new GFA (As a part of the Project Change, Commercial Building B proposes to replace and reconstruct approximately 42,300 square feet of existing retail GFA, all or the majority of which will be located on the ground level, and one level above ground. A portion may remain at one level below ground. The Project Change will therefore not only result in a net increase of enhanced retail GFA as compared to the Approved Concept Plan, but all or the majority of the reconstructed retail space at 325 Main Street will be located above grade, making the retail space more attractive to potential tenants, and better activating the public realm and the existing retail corridor along Main Street and the Kendall Plaza).

DEVELOPMENT PROGRAM SUMMARY (GFA¹)						
	PHASE 1	PHASE 2		PHASE 3		
	<u>COMMERCIAL BUILDING A</u>	<u>COMMERCIAL BUILDING B</u>	<u>RESIDENTIAL BUILDING SOUTH</u>	<u>RESIDENTIAL BUILDING NORTH</u>	<u>BROAD INSTITUTE OFFICE CONVERSION²</u>	<u>TOTAL</u>
TOTAL BUILDING GFA	453,768 441,614	318,039 387,187	350,000	71,300	14,000	1,207,712 1,264,101
EXISTING GFA	(78,636)	62,576 (118,965)	0	0	0	(-141,212) (-197,601)
NET NEW GFA	375,124 362,978	256,068 268,222	350,000	71,300	14,000	1,066,550
EXEMPT GFA						
INNOVATION SPACE⁶	(62,522) (60,496)	(42,678) (44,704)				(105,200)
MIDDLE-INCOME HOUSING			(16,667)	(3,333)		(20,000)
RETAIL/ACTIVE USE⁴				(1,300)		(1,300)
NET NEW INFILL GFA	312,610 302,482	213,390 223,518	333,333	66,667	14,000	940,000
EXISTING DISTRICT AGGREGATE INFILL GFA						3,333,000
PROPOSED ADDITIONAL INFILL GFA						940,000
NEW DISTRICT AGGREGATE GFA						4,273,000

TABLE 1-1 PROPOSED DEVELOPMENT PROGRAM

TOTAL GFA (NET NEW)	1,066,500
Office/Laboratory (GFA)	627,134 636,500
Retail/Active Use (GFA)	19,366 10,000
Residential (GFA)	420,000
Residential Units	Up to 425
Parking Spaces	809 413
Bike Parking Long-Term Spaces	633 685
Bike Parking Short-Term Spaces	102 122

The Zoning Ordinance and the KSURP regulate the amount of development through a cap on aggregate Gross Floor Area (GFA) of all land uses in the MXD District. The amount of development is further restricted through limitations of use groups and Floor Area Ratio (FAR) controlled by land use. These three tiers of regulations are designed to provide flexibility in the distribution of development throughout the MXD District while maintaining a balance of land use in the area.

The Project Change is consistent with the Approved Concept Plan, which proposes the addition of 1,066,500 GFA across four development sites. The distribution of infill GFA defined under the Project Change differs very slightly from the Approved Concept Plan, and is comprised of 636,500 GFA of net new commercial development, 420,000 GFA of net new residential development, 10,000 GFA of net new retail development and the conversion of up to 14,000 GFA of mechanical space to commercial office space at the Broad Institute. The analysis of impacts provided throughout the Concept Plan Amendment is based on these slightly revised Program figures, but the overall GFA does not change.

The 1,066,500 GFA continues to incorporate approximately 126,500 square feet of exempt gross floor area ("Exempt GFA"), as specified in Section 14.32.6 of the Zoning Ordinance. These exemptions comprise 105,200 GFA of Innovation Space, 20,000 GFA of middle income housing and 1,300 GFA of ground floor retail space. Excluding the exemptions provides for the addition of 940,000 square feet of Infill GFA which meets the total aggregate GFA cap of 4,273,000 square feet. This is summarized in below, and in more detail in Table 1-1.

PROJECT GFA	1,250,193 1,264,101
LESS EXISTING GFA	(141,212) (197,837)
NET NEW GFA	1,066,500
LESS EXEMPT GFA	(126,500)
NET NEW INFILL GFA	940,000

The following sections describe each Project Component in further detail.

Figure 1.8 A–B presents the Current and Proposed massing conditions. Figure 1.9 A–F presents proposed massing views. Figure 1.10B demonstrates the Projects consistencies with the City's K2 Plan, and Figures 1.11–1.14 present the proposed site conditions.

COMMERCIAL BUILDING A (PHASE 1)

Figure 1.11 presents the approved Commercial Building A massing. The Applicant has commenced construction of the 19-story commercial building with ground floor retail associated with the Commercial Building A (Phase I), with an estimated completion and Certificate of Occupancy in Q4 2019. The office space will be occupied by Akamai's new global headquarters.

RESIDENTIAL BUILDING SOUTH (PHASE 2)

Figure 1.12 presents the proposed massing, based on an early concept design, for both the Residential Building North and Residential Building South. The Residential Building South consists of a newly constructed up to 34-story ($\pm 350'$) residential building that will stand above the south portion of the Blue Garage and will accommodate up to 355 units, totaling approximately 350,000 GFA of new development, representing the majority of total residential GFA. All of the GFA required to be delivered as home ownership units will be accommodated within the Residential South Building. A public plaza provides direct and open access to the lobby and active use spaces, which extends along Broadway and wraps the corner of Galileo Galilei Way.

COMMERCIAL BUILDING B (PHASE 2)

Figure 1.13 presents the proposed amended Commercial Building B massing. Now located at 325 Main Street, rather than at 250 Binney Street, as previously approved in the Approved Concept Plan, Commercial Building B consists of a new, up to 16 story ($\pm 250'$) commercial office and retail building of up to approximately 387,187 GFA. The new building will be constructed in place of the existing 118,965 GFA four-story masonry commercial office and retail building, originally built in 1983. Ground Floor uses will include active space along Main Street and Kendall Plaza, and an engaging lobby entrance on Main Street with connections to Pioneer Way and the existing Green Garage.

RESIDENTIAL BUILDING NORTH (PHASE 3)

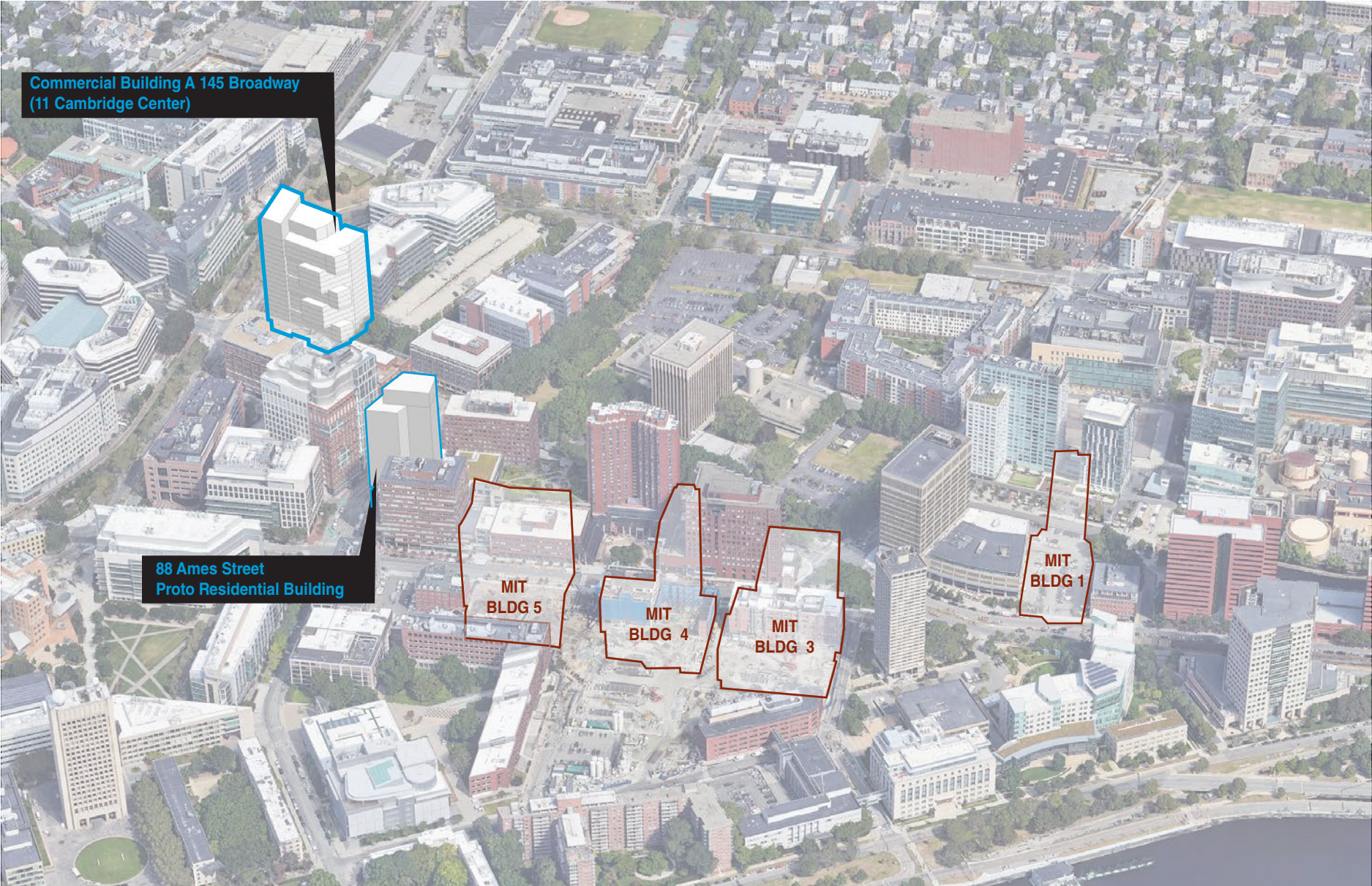
Figure 1.12 presents the proposed massing, based on an early concept design, for both the Residential Building North and Residential Building South. The proposed Residential Building North consists of a newly constructed up to 14-story ($\pm 170'$) residential building that will stand 8 stories above the north portion of the existing 6-story Blue Garage and will accommodate up to 70 units, totaling approximately 71,300 GFA of net new development. Flexibility to deliver a building that can be solely dedicated to either apartment units or home ownership units is accommodated by delivering the minimum home ownership requirement in the Residential South Building. Dedication to a single use will require only one dedicated lobby on the ground floor, thereby freeing up ground floor space for 1,300 GFA of active use/retail.

INNOVATION SPACE CONVERSION

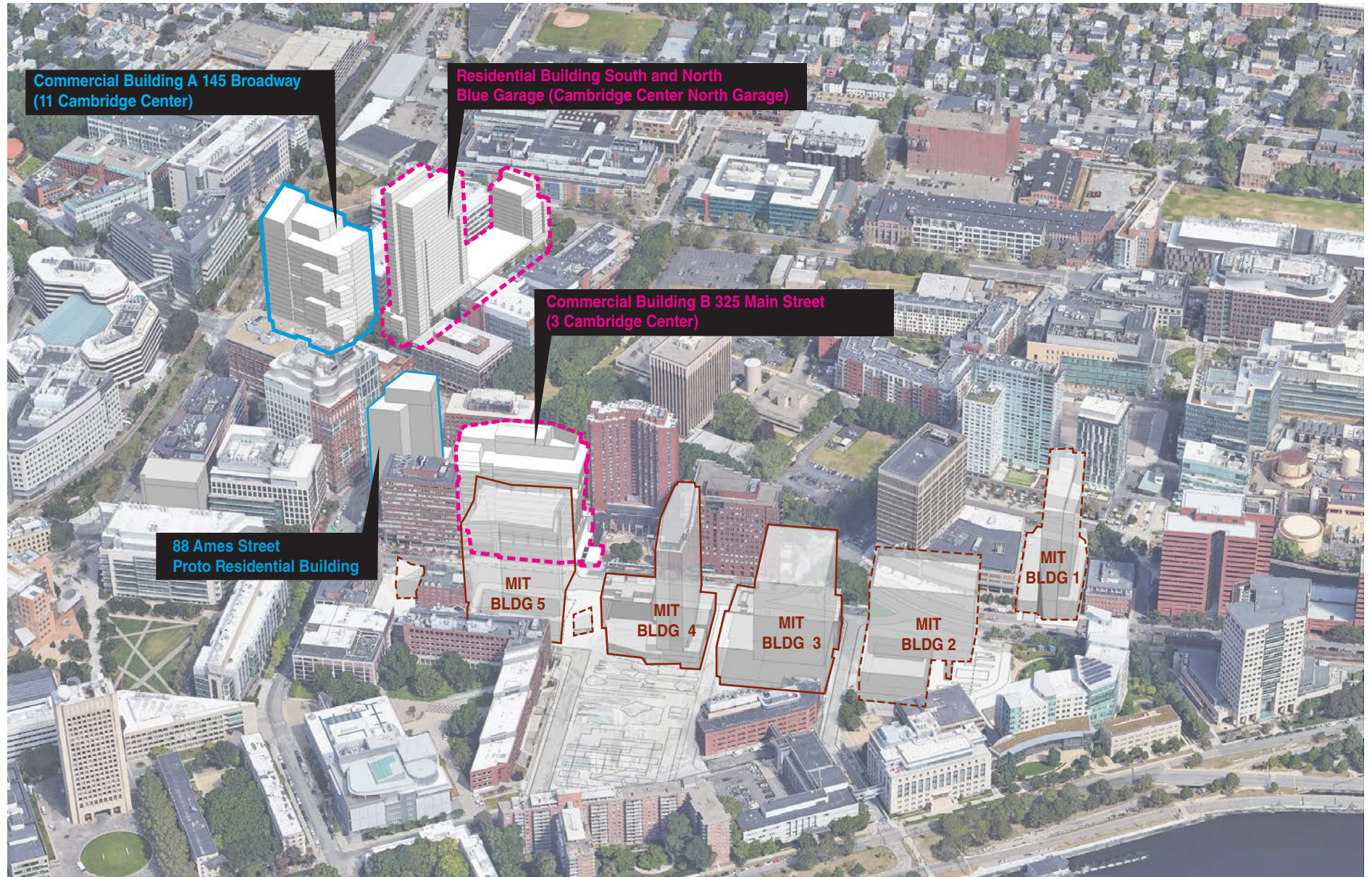
Proposed renovations to the Project area including at 255 Main Street will provide for approximately 105,200 GFA of Innovation Space in the KSURP area. The Innovation Space will be distributed across several floors of the existing 255 Main Street building (as further described in Development Components) and constructed to accommodate smaller scale and start up type companies, consistent with the goal of maintaining an entrepreneurial culture in Kendall Square. The main entry to the Innovation Space at 255 Main Street will be immediately off Galaxy Park, at the intersection of Broadway and Main Street, with high visibility from the intersection, park, and Longfellow Bridge. Figure 1.14C represents the location of the proposed Innovation Space Conversion.

BROAD INSTITUTE OFFICE CONVERSION

The Broad Institute proposes a change in use to their existing facility (conversion of up to 14,000 GFA of mechanical space to commercial office space) to be undertaken.

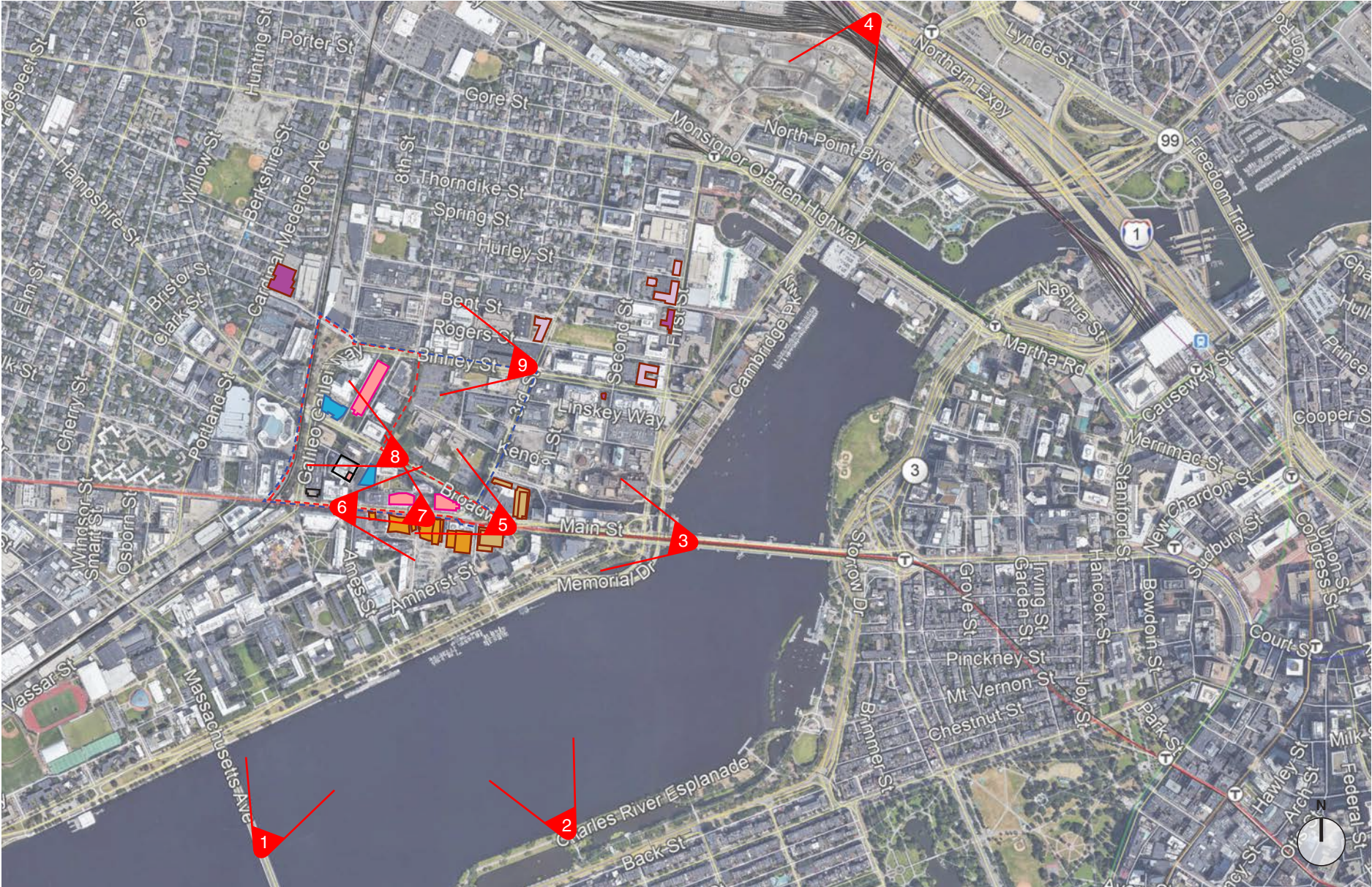


Permitted Projects Under Construction
Permitted Projects by others Under Construction

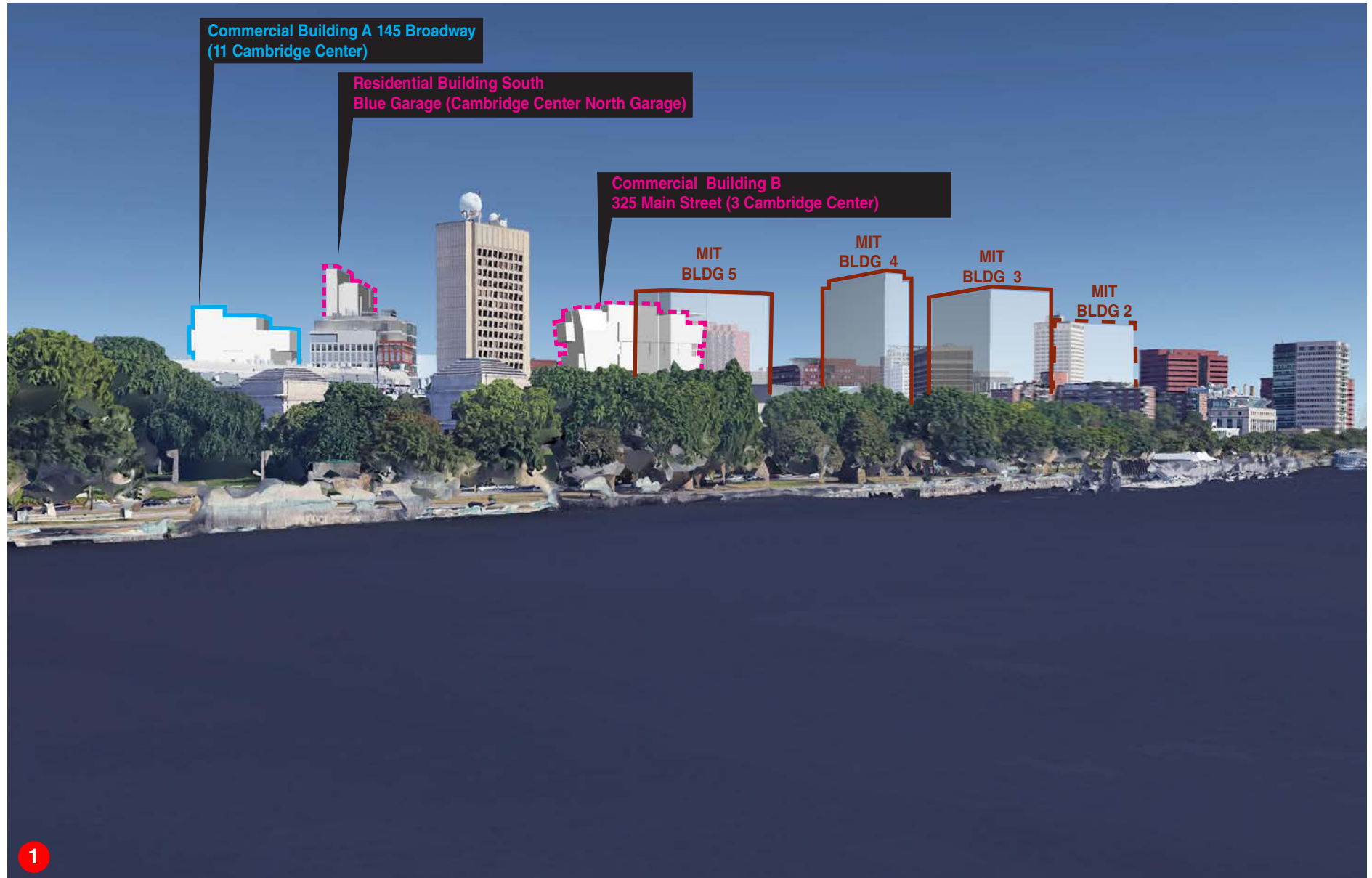


--- Proposed Projects
--- Permitted Projects by others

--- Permitted Projects Under Construction
--- Permitted Projects by others Under Construction






- | | | |
|------------------------------|---|----------------|
| Proposed Projects | Permitted Projects Under Construction | MXD Boundary |
| Permitted MIT Noma/Soma | MIT Noma/Soma Under Construction | KSURP Boundary |
| Permitted Projects by others | Permitted Projects by others Under Construction | |






- Proposed Projects
- Permitted MIT Noma/Soma
- Permitted Projects by others

- Permitted Projects Under Construction
- MIT Noma/Soma Under Construction
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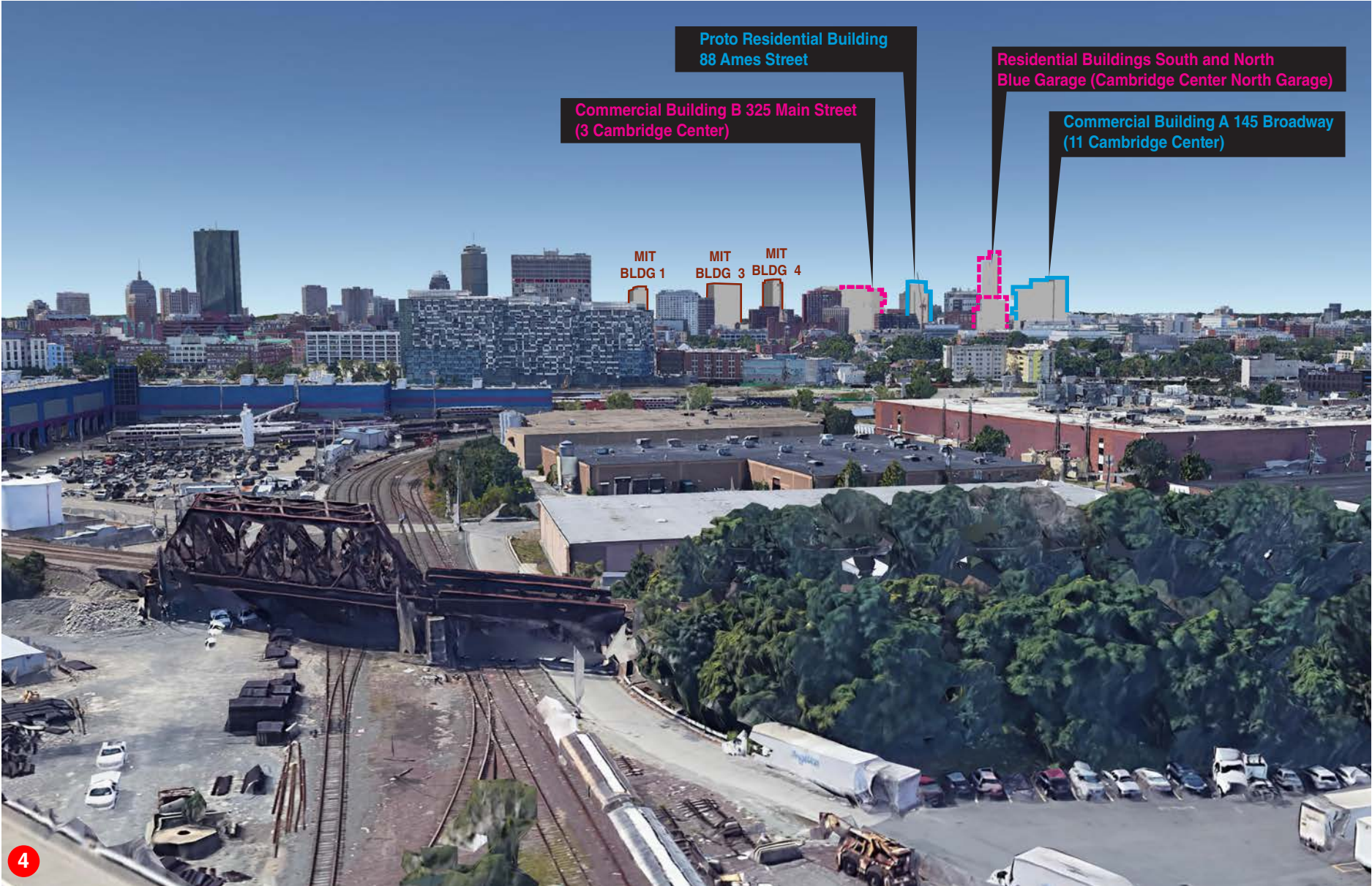
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Proposed Projects
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MIT Noma/Soma Under Construction
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- Proposed Projects
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1.3.3 KEY ELEMENTS

This section summarizes the key elements of the Concept Plan Amendment and how the Project addresses each. Sections of the document are referenced herein for further information.

OPEN SPACE

- The Project will provide new and enhanced open space, including the improvement of the 6th Street Connector.
- The Project will expand activity in the KSURP area beyond the typical business day (i.e., past 7 PM) by introducing new residents and active ground-floor uses.
- The Project will enhance existing ground level open spaces with multiple outdoor connections to buildings within the KSURP area.
- The Project will implement and/or facilitate streetscape improvements along Broadway between Ames Street to Galileo Galilei Way, the Sixth Street Connector, Point Park, Galileo Galilei Way between Ames and Binney Streets and Main Street adjacent to Commercial Building B.
- The Project will deliver a new pedestrian connection from Kendall Plaza up to the Kendall Square Rooftop Garden through a combination of publicly accessible stairs and an elevator, providing an opportunity for multi-level public space and potential programming as well as increased visual interest on Kendall Plaza. Further, Commercial Building B will provide enhanced access from Pioneer Way through the ground floor retail portion of the building to facilitate pedestrian connection between Ames Street and the Kendall Plaza, enhance neighborhood connectivity and permeability and to enliven the proposed Commercial Building B retail.

Refer to Section 3, Open Space for additional details on proposed open space conditions programming and circulation/access.

GROUND LEVEL ACTIVATION/RETAIL PLAN

- The Project will provide functional active use space on the ground floors of all proposed buildings. The active use space will enliven the streetscape and will accommodate retail uses where appropriate.
- Retail will be located in visible, well-traveled areas that will help ensure their viability.
- The broader market mix of retail in Kendall Square will be evaluated to ensure that potential retailers complement existing retail offerings.
- The Project will identify and prioritize retailers that will serve the diverse needs of the new mixed use environment.
- The retail program will be consistent with the requirements of Article 14.

Refer to Section 4, Retail Plan for additional details on proposed retail programming and activation.

TRANSPORTATION

- The Project Site is well serviced by an existing transportation system focused on reducing single occupancy vehicle trips to the area and encouraging walking, biking and the use of public transit. The Project intends to align with these goals and enhance the infrastructure focused on alternative modes of transportation. The Project will build a total of 685 long-term covered and secure bicycle parking spaces within the existing Blue Garage and the two new commercial buildings.
- A total of 122 short-term outdoor bicycle parking spaces will be provided around each appropriate Project Component.
- The Project will increase parking capacity to accommodate up to 413 additional vehicles within the MXD. The Applicant is proposing to accommodate these spaces in one new underground parking garage in Commercial Building A and through modifications in the management of the existing Green and Yellow Garages in order to compensate for the loss of spaces in the Blue Garage due to construction of Residential Buildings North and South.
- The Project will be adding an estimated 3,224 daily vehicle trips to the area with 367 morning peak hour trips (265 entering, 102 exiting) and 387 evening peak hour trips (123 entering, 264 exiting), along with up to 3,906 daily transit trips, 1,374 daily walking trips and 1,046 daily bicycle trips.

- Off-street designated loading areas will be provided for loading and service activities associated with the Project. The loading areas will be located within the ground level of the proposed buildings, with the exception of Commercial Building B, which is serviced from a below-grade loading dock, accessed from Broadway. The loading dock activities will be managed so that service and loading operations do not impact traffic circulation on the adjacent local roadways.
- The Project is planning to enhance the Sixth Street Connector by separating the bicycle and walking paths and aligning the proposed bicycle path with the planned cycle track to the south along Ames Street.
- The KSTEP MOU was executed on May 9, 2017. Refer to Section 5.2 for a summary of the KSTEP, including potential transit mitigation projects and program options being considered to improve transit access in Kendall Square.
- The City and CRA worked in partnership to advance a schematic redesign of the Streetscapes through parts of Kendall Square to include separated bicycle and pedestrian facilities, pocket parks, redesigned intersections and floating bus stops among other changes known collectively as the ALTA plan. Phase I of the Concept Plan is responsible for advancing these schematic designs to 100% construction documents, and Phase II is responsible for building a portion of these improvements across portions of Broadway and Galileo Galilei Way. Refer to Chapter 3 for additional information.

Refer to Section 5, Transportation for additional details on existing and proposed transportation conditions, access and circulations, and proposed transit improvements.

INFRASTRUCTURE

The Project Site is currently serviced by Cambridge Department of Public Works (CDPW), Cambridge Water Department (CWD), and private utility companies. The Project was presented to the CDPW and CWD during the MEPA permitting process. The City departments provided initial confirmation that the water, sewer, and drainage infrastructure in the KSURP neighborhood could accommodate the Project.

- The Project is estimated to generate 151,332 gallons per day of net new wastewater and the baseline water demand is estimated to be 166,466 gallons per day.
- The Project will comply with the applicable CDPW and Massachusetts Department of Environmental Protection standards.
- The Project will reduce the Site stormwater runoff for the 25-year design storm in the proposed condition to be less than the runoff in the 2-year design storm in the existing condition, while reducing the Phosphorus loads to meet the requirements of the Lower Charles River Basin Total Maximum Daily Load.
- The Project will implement a District stormwater management system, which incorporates green roofs, permeable pavements, landscaped areas, and subsurface infiltration structures. The remaining Project utilities will be coordinated with the individual utility service providers.

Refer to Section 6, Infrastructure for additional details.

ENVIRONMENTAL IMPACTS

- The Concept Plan Amendment presents a revised wind tunnel analysis based upon the proposed scale and massing of the Project Change to assist the CRA and Planning Board in evaluating the potential wind impacts. Following approval of the Concept Plan, all future Design Review Submissions will incorporate revised wind tunnel analysis.
- The Concept Plan Amendment provides a revised baseline existing noise condition analysis and presents recommendations to mitigate future potential noise generation from construction activity and mechanical equipment.
- The Concept Plan Amendment presents a revised shadow analysis across varying times of the day and year to assess potential seasonal shadow impacts to the surrounding public open space.

Refer to Section 7, Environmental Impacts for additional details.

SUSTAINABILITY

Sustainability has been integrated into the Project design in the following ways:

- The repurposing of previously developed land rather than building on vacant land, as well as locating new development within a high-density area accessible to public transportation, sidewalks, and a bicycle network.
- New commercial and residential space will be located on previously developed sites, a portion of which will be constructed above an existing garage.
- By reusing existing sites, the Project will achieve energy savings associated with lower embodied energy and reduced GHG emissions through the construction process.
- As a Transit Oriented Development (TOD), the Project will utilize the existing public transportation and mode share infrastructure to further reduce traffic and indirect air emissions, including mobile source GHG emissions.
- The Project will promote the design and construction of high-performance, green buildings through an integrated design approach where all project disciplines are engaged early and throughout the design process in order to meet sustainability goals.
- The Project design will prioritize sustainability as a core strategic imperative and will implement state-of-the-art high performance green building technologies, construction, and operating procedures. Sustainability planning with an integrated design team during conceptual design will establish a pathway to Gold-level certification under the Leadership in Energy and Environmental Design (LEED®) Green Building Rating System Version 4.
- The Project design teams will use iterative energy modeling and life cycle analysis to consider the long-term value of sustainable property investment decisions.
- The integrated design approach will address best practices in energy and emissions, water management, reduced urban heat island effect (cool roofs), energy use monitoring and rooftop mechanical equipment noise mitigation, as set forth in Article 14.74.
- The Applicant is looking beyond these zoning requirements by addressing climate change preparedness, implementing sustainable tenant guidelines, and considering the health and wellness of its future occupants and users possibly through the use of the WELL Building Standard® (“WELL”) design and operation principles.

Refer to Section 8, Sustainability for additional details.

PHASING PLAN

The Project has been divided into three distinct phases for execution, with each phase delivering key Project Components as outlined below, and with them the delivery of public benefits including open space, housing, public realm improvements, Innovation Space and bicycle parking:

- Phase 1 - Commercial Building A
- Phase 2 - Residential Building South and Commercial Building B
- Phase 3 - Residential Building North

Refer to Section 9, Phasing Plan for additional details on the phasing strategy of the Project.

DESIGN GUIDELINES

The Project seeks to incorporate several key design guidelines into the massing and urban design in a manner that speaks to the context and intent of the K2 and KSURP Design Guidelines. Some of these key design guidelines include:

- Breaking up large blocks and increasing permeability with pedestrian and bicycle connections through the site, while visually connecting outdoor public realm with indoor public spaces.
- Create a strong datum to limit sense of height at street level with setbacks and provide transition to adjacent context, using setbacks as green roofs, balconies, terraces and gardens where possible.
- Create a variety of forms, rhythm, appropriate to urban context through introduction of vertical breaks in facades and creation of interesting and varied rooflines.

Refer to Section 10, Design Guidelines for additional details on the revised Design Guidelines..

1.3.4 REQUESTED AMENDMENTS TO SPECIAL PERMIT

SUMMARY OF REQUESTED AMENDMENTS TO THE APPROVED CONCEPT PLAN

The Approved Concept Plan authorizes the construction of up to 1,066,500 square feet of GFA. The Project Changes documented in this application do not include any requests to modify the amount of approved GFA, or GFA allocation between residential and commercial uses. Rather, the requested amendments are focused primarily on shifting approved office GFA associated with Commercial Building B from 250 Binney Street, to 325 Main Street. The requested amendments also include a detailed summary of the Applicant's alternative approach to accommodating vehicle parking needs by taking advantage of opportunities to appropriately reduce the delivery of new parking spaces. This is achieved through existing excess capacity and the adoption of a managed parking strategy within the Applicant's existing parking garages within the MXD District. Refer to Section 5.5 for details on the Project's parking demand analysis.

REQUESTED AMENDMENTS TO THE APPROVED CONCEPT PLAN

The following sections address the requested amendments by condition.

Condition 1 – Approved Development Program

1(a)(vi): New Development Authorized by IDCP: The Special Permit authorizes the demolition of approximately 141,212 square feet of GFA in two commercial buildings and the construction of approximately 772,412 square feet of GFA in two new commercial buildings for a total of 631,200 square feet of net new infill GFA, as well as the construction of 421,300 square feet of GFA in two primarily residential buildings, of which 21,300 square feet shall be exempt from GFA in accordance with Section 14.32.6 (including 20,000 square feet devoted to middle income housing units and 1,300 square feet devoted to ground-floor retail use), containing up to 425 total dwelling units. This Special Permit shall also authorize the conversion of approximately 14,000 square feet of floor area currently used for building mechanical functions, and thereby exempt from GFA calculations, to commercial uses that shall cause it to be included in the aggregate GFA of the district.

Requested Amendment: As described above, the Project Change proposes to shift approved commercial GFA associated with Commercial Building B from 250 Binney Street, to 325 Main Street. This Concept Plan Amendment requests authorization to demolish approximately 197,601 GFA in two existing commercial buildings, and the construction of 828,801 GFA in two commercial buildings for a total of 526,000 square feet of net new infill GFA.

1(a)(v): Retail Uses: Approximately 19,366 square feet of floor area, as depicted in the approved IDCP, shall be devoted to Retail and Consumer Service Uses, of which approximately 1,300 square feet shall be exempt from GFA in accordance with Section 14.32.6. In accordance with Section 14.38, Retail and Consumer Service Uses or active public gathering space (whether enclosed or open) shall occupy a minimum street frontage length of seventy-five percent (75%) of the building facades fronting Main Street, Broadway and Ames Street.

Requested Amendment: The existing building located at 325 Main includes approximately 42,300 square feet of existing retail GFA on the ground level, and one level below ground. As a component of the Project Change, Commercial Building B proposes to replace and reconstruct approximately 42,300 square feet of retail GFA, all or the majority of which will be located on the ground level, and one level above ground. A portion may remain at one level below ground. The Project Change will therefore not only result in a net increase of enhanced retail GFA as compared to the Approved Concept Plan, but all or the majority of the reconstructed retail space at 325 Main Street will be located above grade, making the retail space more attractive to potential tenants, and better activating the public realm and the existing retail corridor along Main Street and the Kendall Plaza.

1(a)(vi): Parking: This Special Permit shall authorize the construction of 1,000 new parking spaces in below-grade structures and the removal of 215 existing parking spaces from existing above-grade structures, resulting in a net increase of 785 parking spaces and a total of 3,493 parking spaces in the MXD District. Accessory parking shall serve non-residential and residential uses in accordance with the limitations set forth in Section 14.52.2. Parking spaces may be used for carsharing to the extent allowable by zoning. Electric Vehicle (EV) charging stations shall also be allowed within parking facilities. A reduction in the total number of off-street parking spaces may be approved administratively by CDD, without requiring an amendment from the Planning Board, provided that such

decrease does not exceed five percent (5%) of the total number of approved parking spaces on the Development Parcel, while any further reduction may be approved as a Minor Amendment pursuant to Condition #11 of this Decision provided that the provisions of the Zoning Ordinance are met.

Requested Amendment: The Project will deliver up to 413 new vehicle parking spaces within the vicinity of the Project. The Applicant is proposing to accommodate these spaces across Commercial Building A and the existing Green, Yellow and Blue Garages in order to compensate for the loss of spaces in the Blue Garage due to construction of Residential Buildings North and South. Commercial Building A is currently being constructed with 350 parking spaces, and as part of this update the Proponent is seeking approval to add 107 spaces (457 total spaces) to this garage through more efficient self-parking striping and provision of managed/valet parking spaces. The Blue Garage will lose approximately 215 spaces, the Green Garage will gain back approximately 20 spaces lost due to the construction of the 88 Ames Residential Building, and the Yellow garage will gain approximately 151 spaces through more efficient self-parking and the provision of 144 managed/valet parking spaces, for a net addition of 413 spaces. Refer to Section 5.5 and Appendix B for details on the Project's parking demand analysis and management approach.

1(a)(x): Bicycle Parking: A minimum of 633 long-term and 102 short-term bicycle parking spaces will be provided for new development authorized by this Special Permit, as required by Section 6.100. Any modifications that deviate from the requirements of Section 6.100 shall require a special permit from the Planning Board pursuant to Section 6.108.

Requested Amendment: As described above, the Applicant proposes 685 long-term and 122 short-term bicycle parking spaces in support of the Project Change, which remains consistent with the bicycle parking requirements as defined in Section 6.107. Please refer to Section 5.3.1 for a detailed narrative and Figures depicting the amount and location of bike parking associated with each Project component.

1(b)(ii): Commercial Building B, 250 Binney Street: This Special Permit authorizes the demolition of an existing commercial building with approximately 62,576 square feet of GFA and the construction of a new commercial building with approximately 317,187 square feet of GFA.

Requested Amendment: As described above, the Project Change proposes to shift approved commercial GFA associated with Commercial Building B from the previously approved 250 Binney Street location, to 325 Main Street. This Concept Plan Amendment requests authorization for demolition of an existing commercial building containing approximately 117,87 square feet of GFA, and the construction of a new commercial building with approximately 385,423 square feet of GFA.

Condition 2 - Open Space

2(b): According to the IDCP, the approved development shall result in approximately 276,289 square feet of Public Open Space in the MXD district, exceeding the minimum of 100,000 square feet required by Section 14.42. Such Public Open Space shall be reserved for public use and enjoyment as guaranteed through one or more of the following: retention by the Cambridge Redevelopment Authority (CRA); dedication to and acceptance by the City of Cambridge or other public entity; easements or deed restrictions over such land sufficient to ensure its perpetual reservation for public open space purposes; dedication, by covenant or comparable legal instrument, to the community use of the residents, lessees and visitors to the MXD district for reasonable amounts of time on a regular basis; or lease agreements of ninety-nine (99) years or longer from the private developer or owner to the City or other public entity.

Requested Amendment: As described above, the Project Change proposes to shift approved commercial GFA associated with Commercial Building B from 250 Binney Street, to 325 Main Street. As a result, the Project Change shifts its focus from open space enhancements documented in the Approved Concept Plan and associated with 250 Binney Street and Commercial Building B (approximately 25,658 sf), to Main Street. With the relocation of Commercial Building

B to 325 Main Street, the Project Change will focus on preserving and enhancing the existing open space within the area of 325 Main Street. In this regard, it should be noted that Section 14.71.3 of the Ordinance provides that there is no open space requirement for any individual lots within the Ames Street District (ASD) as long as the district public open space requirement in Section 14.42 is met, and there exists within the ASD a minimum of 53,000 square feet of public open space. As documented in Section 3, Open Space, the Concept Plan Amendment will result in approximately 178,196 square feet of Public Open Space in the MXD District, exceeding the minimum of 100,000 square feet required by Section 14.42, and will result in approximately 63,064 square feet of open space within the ASD.

2(c): According to the IDCP, the approved development shall result in a total of approximately 473,546 square feet of total open space in the MXD district, exceeding the minimum of fifteen percent (15%) of the land area (excluding road rights-of-way) within the MXD district, required by Section 14.42.2. Such open space shall be devoted to a combination of public open spaces and private but publicly accessible spaces.

Requested Amendment: As described above, the Project Change proposes to shift approved commercial GFA associated with Commercial Building B from 250 Binney Street, to 325 Main Street. As a result, the Project Change shifts its focus from open space enhancements documented in the Approved Concept Plan and associated with 250 Binney Street and Commercial Building B (approximately 25,658 sf), to Main Street. With the relocation of Commercial Building B to 325 Main Street, the Project Change will focus on preserving and enhancing the existing open space within the area of 325 Main Street. In this regard, it should be noted that Section 14.71.3 of the Ordinance provides that there is no open space requirement for any individual lots within the Ames Street District (ASD) as long as the district public open space requirement in Section 14.42 is met, and there exists within the ASD a minimum of 53,000 square feet of public open space. As documented in Table 2-1, and in Section 3, Open Space, the Concept Plan Amendment will result in approximately 178,196 square feet of Public Open Space in the MXD District, exceeding the minimum of fifteen percent (15%) of the land area (excluding road rights-of-way) within the MXD district, required by Section 14.42.2, and will result in approximately 63,064 square feet of open space within the ASD.

Condition 6 - Retail and Active Uses

(c): Any relocation of retail use or other active public gathering space from the locations depicted in the IDCP to another location within the MXD district may be permitted as a Minor Amendment pursuant to Condition #11 of this Decision, upon a determination by the Planning Board that there will be no reduction in the total amount of such uses and that the proposed relocation will better serve the objectives of the district, and provided that the requirements of Section 14.38 continue to be met. Conditions 13a and 13b shall be provided with South Residential design review information. Condition 13c has been revised and integrated as Chapter 10 of the Concept Plan Amendment.

Requested Amendment: The existing building located at 325 Main includes approximately 42,300 square feet of existing retail GFA on the ground level, and one level below ground. As a component of the Project Change, Commercial Building B proposes to replace and reconstruct approximately 42,300 square feet of retail GFA, all or the majority of which will be located on the ground level, and one level above ground. A portion may remain at one level below ground. The Project Change will therefore not only result in a net increase of enhanced retail GFA as compared to the Approved Concept Plan, but all or the majority of the reconstructed retail space at 325 Main Street will be located above grade, making the retail space more attractive to potential tenants, and better activating the public realm and the existing retail corridor along Main Street and the Kendall Plaza.

1.4 CONSISTENCY WITH K2 PLAN

Since the Original Infill Development Concept Plan was approved in January 2017, the Applicant has broken ground on Commercial Building A (1) at the corner of Broadway and Galileo Galilei Way. The proposed relocation of Commercial Building B from 250 Binney Street (2) to 325 Main Street (3) is consistent with the K2 study, and the height and density concentrated along Main Street. K2 building outlines in black are for comparison to the proposed development massings.



K2C2 MASSING
From: Kendall Square Final Report 2013

FIGURE 1.10A

As documented in the Approved Concept Plan, consistent with the K2 study massing, the residential buildings (4) are located in the interior of the Project Site immediately atop the North and South sides of the existing Blue Garage and are consistent with the height and density concentrated along Broadway. The K2 study shows building massing located on top of the publicly available open spaces along Broadway and Binney. However, the Project preserves these open space resources and proposes to locate the residential buildings on top of the existing Blue Garage.

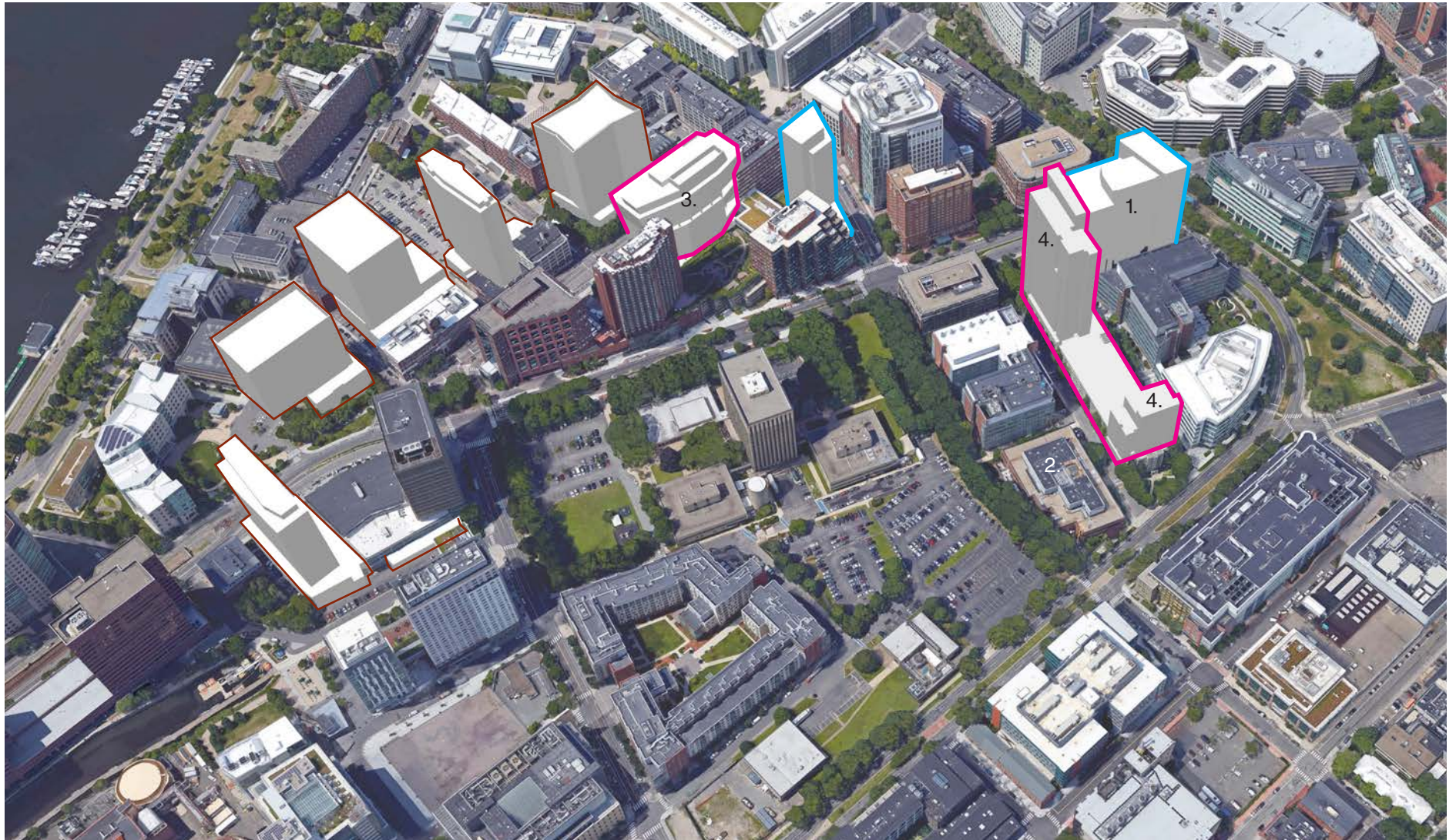


FIGURE 1.10B

COMPARISON MASSING VIEW

1.5 PUBLIC BENEFITS

The Project will construct over 1 million new square feet of mixed-use infill development contributing to the overall vitality of the Kendall Square neighborhood by bringing new and complementary uses, creating additional housing, and enhancing the urban environment. The Project will deliver numerous public benefits, including considerable urban design and public realm improvements, a mix of new residential units, job opportunities and new tax revenues.

Public benefits to be delivered as part of the Project include:

ADDITIONAL HOUSING

The delivery of 420,000 GFA of housing that will significantly contribute to the housing needs of the City of Cambridge through the offering of a broad spectrum of residential units ranging in size, type and affordability across both rental and home ownership product types. More information can be found about the housing program in Section 2.1.1.

AFFORDABLE HOUSING

Twenty percent (20%) of the residential Infill GFA will be dedicated affordable housing units, equal to 80,000 GFA. This is estimated to contribute approximately 80-85 affordable units, depending on the final building design, which will be proportionately distributed across the two residential buildings based on twenty percent (20%) of dedicated GFA.

MIDDLE INCOME HOUSING

Five percent (5%) of the residential Infill GFA will be dedicated to middle-income housing units, equal to 20,000 GFA. This is estimated to contribute approximately 20-25 middle-income units, depending on the final building design, which will be proportionately distributed across the two residential buildings based on five percent (5%) of dedicated GFA.

HOME OWNERSHIP UNITS

A minimum of twenty percent (20%) of the residential Infill GFA will be dedicated to home ownership units, equal to 80,000 GFA. This is estimated to contribute approximately 70-75 home ownership units. It is proposed that 100% of these units will be delivered in the Residential South Building which is scheduled for Phase II of the Concept Plan Amendment and is the first of the two residential buildings to be delivered. This will ensure the Concept Plan Amendment will bring to market the required twenty percent (20%) home ownership GFA in as short a time frame as possible.

THREE BEDROOM UNITS

A minimum of five percent (5%) of the residential Infill GFA will be dedicated to larger, three-bedroom units, equal to 20,000 GFA, of which all GFA up the minimum five percent (5%) threshold will be devoted to middle-income and affordable uses. These units will be designed to accommodate families intended to further the City's goal of providing large, family-sized housing across varied income levels.

EARLY DELIVERY OF THE MAJORITY OF HOUSING

350,000 GFA of housing will be delivered in the Residential Building South, which will be the first of the two residential buildings to be delivered and scheduled for Phase II of the Concept Plan Amendment. This represents a significant majority of the total residential GFA, far in excess of the minimum 200,000 GFA of housing necessary to complete Phase II of the commercial development as required by Section 14.32.1 of the Zoning Ordinance. In addition to delivering a significant majority of the residential GFA, the Residential Building South will deliver the proportionate majority of the affordable housing GFA, middle-income housing GFA and three-bedroom GFA, in addition to one-hundred percent (100%) of the minimum home ownership GFA.

INNOVATION SPACE

Consistent with the Approved Concept Plan, the 105,200 GFA Innovation Space is proposed to be located at 255 Main Street at the front door to Kendall Square. The delivery of the market rate and below market innovation space will be delivered in phases that correspond to the issuance of a Certificate of Occupancy for Commercial Building A and B, as further described in the Figures 1.14A-C. 255 Main Street is proposed to be repurposed in accordance with the requirements of Article 14.32.5 and will offer 25 percent of the space at below market rates. At the present time, the fulfillment of the innovation space requirement at this location will be split between two entities. Market innovation space will be offered by Cambridge Innovation Center (CIC), an established, Cambridge based provider of flexible office, co-working, and lab space for entrepreneurs and early-stage companies. The below-market innovation space will be located on the 8th floor and operated by an appropriate third party manager as a co-working space for non-profits focused on providing technology education as well as associated classroom and conference facilities available for rent. The program and cultivation of applicable non-profits will be the responsibility of an advisory board composed of relevant stakeholders including but not limited to Boston Properties, the CRA and the CIC. The prominent location in the middle of the Kendall Square technology economy will help ensure the continued proliferation of entrepreneurial ventures and offer a new pathway for all residents of Cambridge to gain practical technology education to prepare for employment within the technology sector. Consistent with the requirements of Article 14, an operations plan was submitted to the CRA in July of 2018. At this time, the plan is under active review and contains further details on the anticipated operations as conceived at this time.

HIGH QUALITY URBAN DESIGN

In response to the City's stated planning principles and goals outlined in the K2 plan, the Applicant is committed to delivering high-quality architecture and has engaged a selection of world-class architecture, landscape architecture and planning firms to design the Project. The resulting development will greatly contribute to the architectural diversity of the City, reinforcing the Applicant's commitment to creating a high quality built environment.

IMPROVED PUBLIC REALM AND CONNECTIVITY

Through a combination of new active ground floor uses and high-level streetscape design, the public realm will be greatly enhanced from existing conditions. Pedestrian and bicycle connectivity will be enhanced by significant improvements to the 6th Street Connector (described below), the two East-West Connectors between the buildings, and the construction of the ALTA cycle track as part of Phase II, which will extend from Broadway to Galileo Galilei way and integrate streetscapes of Broadway Park and Binney Park. Further, pedestrian safety will be improved by enhancing lighting along sidewalks and pathways for safer pedestrian accommodations.

ENHANCEMENT OF THE 6TH STREET CONNECTOR

The existing 6th Street connector is a pedestrian and bicycle path that is an important north/south arterial for alternative transportation. The Project will enhance the connector by creating a new, bi-directional separated two-way bicycle to the west of the existing path. This will align with the newly constructed Ames Street Cycle Track to provide an additional link in a broader bicycle path infrastructure that runs throughout the district and beyond. The new pedestrian path will be constructed of porous and visually interesting paving and will include new landscaping and pedestrian amenities. Both the newly constructed bicycle path and enhanced pedestrian path will be served by LED lighting fixtures that will replace the existing fixtures.

KENDALL PLAZA AND KENDALL SQUARE ROOFTOP GARDEN

With the relocation of Commercial Building B, the Project will deliver a new pedestrian connection between the Kendall Plaza and the existing Kendall Square Rooftop Garden, thereby providing better access and connectivity between public open spaces in the district. This new connection will add to the visual interest and dynamic activity of the Kendall Plaza, providing new opportunities for future programmatic activation, outdoor activities and interconnectivity with adjacent ground and second floor retail to be located in Commercial Building B. The Project will also deliver aesthetic and functional upgrades to the MBTA Red Line Outbound Headhouse.

BROADWAY PARK

The open space immediately in front of the Blue Garage is defined by brick walls and trees intended to screen the facade of the existing garage structure. While the design may have been appropriate for past conditions, it now appears restrictive and private. The newly enhanced Broadway Park will be defined by porosity, openness and programmatic flexibility to accommodate multiple potential uses. In addition to removing the walls, the park will feature architectural seating, enhanced paving that is flush with the surrounding service streets to create the feel of an open plaza, a community table and new landscaping.

BINNEY PARK

The smaller park located along Binney Street north of the Blue Garage will be enhanced to include new hardscape, outdoor seating to compliment future retail or active uses, colorful landscaping and an interactive sculpture that can be used by all ages for lounging or recreation.

SUSTAINABLE DEVELOPMENT

The Project design will prioritize sustainability as a core strategic imperative and will implement state-of-the-art high performance green building technologies, construction, and operating procedures. Sustainability planning with an integrated design team during conceptual design will establish a pathway to Gold-level certification under Version 4 of the Leadership in Energy and Environmental Design (LEED®) Green Building Rating System. The Project design teams will use iterative energy modeling and life cycle analysis to consider the long-term value of sustainable property investment decisions.

REDUCED CLIMATE CHANGE IMPACTS

The Project Components are being designed to significantly reduce Greenhouse Gas (GHG) emissions and will work with its design teams to evaluate and incorporate, where feasible and reasonable, strategies that support the Cambridge Net Zero Action Plan.

ENCOURAGE ALTERNATIVE MODES OF TRANSPORTATION

The Project will deliver 685 new secure, long-term bike parking spaces, in addition to 122 short-term bike parking spaces. This, along with significant improvements to bike and pedestrian paths of travel and proximity to public transit, will encourage the use of sustainable modes of transportation and seek to reduce vehicle trips.

PUBLIC TRANSIT ENHANCEMENTS

In conjunction with the City and State, the CRA and Applicant are committed to developing an expanded program of transportation enhancements designed to both preserve the favorable mode share balance in Kendall Square and provide additional improvements to support local efforts to further reduce the vehicle trips generated as a result of the Project and the broader Kendall Square area. According to the MOU executed in June 2017, the Kendall Square Transit Enhancement Program (KSTEP) will be developed in conjunction with the many stakeholders engaged in transportation planning and operations in Kendall Square, including the MBTA, MassDOT, and others

JOB CREATION

Creation of innovative new workplace opportunities for a variety of business types that will lead to approximately 4,500 permanent jobs in the City, and approximately 2,600 construction jobs. The new buildings and the uses therein will attract new workers and residents to Cambridge who will shop in the City and take advantage of the nearby cultural opportunities.

TAX REVENUE GENERATION

Generate an estimated \$12 million in new annual real estate tax revenue for the City of Cambridge, along with additional tax and sales revenues tied directly to the influx of new workers and residents.

1.6 AGENCY COORDINATION AND PUBLIC OUTREACH

1.6.1 MASSACHUSETTS DEPARTMENT OF TRANSPORTATION

The Applicant remains committed to developing an expanded program of transportation mitigation and enhancements designed to both preserve the favorable non-single occupant vehicle mode share balance in Kendall Square and provide additional improvements to mitigate the trip generation projected from the Project. The Applicant has engaged in extensive discussions with MassDOT and the MBTA to identify potential transportation mitigation and enhancements in the Kendall Square area and to create a process for deciding on which measures would be recommended for funding. As described in Section 5, Transportation, a working group will be established to develop recommendations in conjunction with the many stakeholders engaged in transportation planning and operations in Kendall Square. In addition, with the relocation of Commercial Building B, the Project will deliver aesthetic and minor functional upgrades to the MBTA Red Line Outbound Headhouse.

1.6.2 MASSACHUSETTS ENVIRONMENTAL POLICY ACT OFFICE

On August 5, 2016, the Secretary of EEA issued a Certificate that determined the Project adequately and properly complied with MEPA and its implementing regulations. While the Project Change described herein would qualify as a material change, further MEPA review is not required as the Project Change does not require a new or amended state agency action or permit.

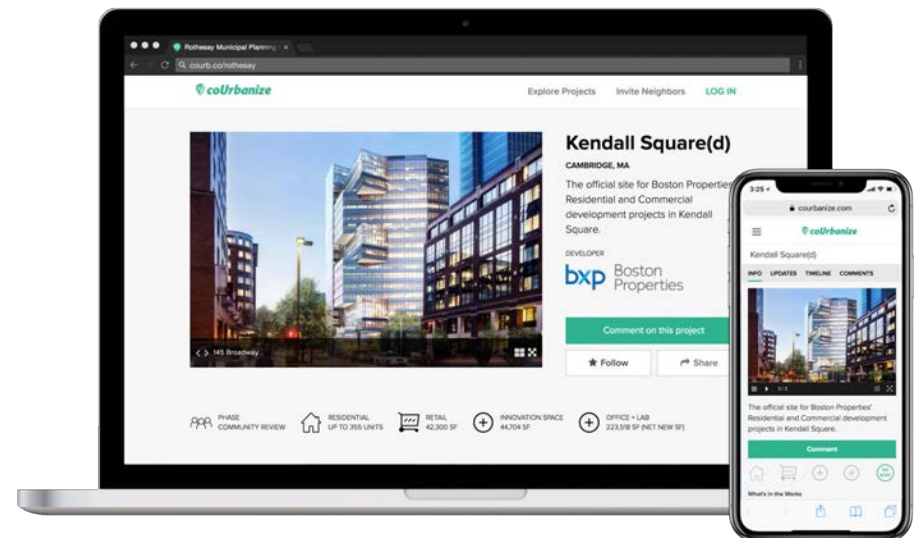
1.6.3 CITY OF CAMBRIDGE

The Cambridge Planning Board issued Special Permit (PB#315) authorizing the Approved Concept Plan on January 17, 2017. Since the original special Permit has issued, the Client has worked closely with appropriate City Agencies and staff on the Construction of Commercial Building A, which broke ground on July 18, 2017.

Before filing this Concept Plan Amendment, the Applicant has held multiple sessions with the Department of Transportation, Parking, and Traffic to scope out the revised traffic study along with bike parking and loading design. The Applicant and the CRA have met on several occasions with the Community Planning Division regarding the overall Project plan, the community outreach program, and the co-design review process. Additionally, initial design review sessions have taken place to evaluate the revised building massing and initial building design.

1.6.4 PUBLIC OUTREACH

Through 2015 and 2016, the CRA and the Applicant conducted a significant amount of outreach and community engagement to refine the language for the KSURP Amendment and MXD zoning. This included monthly public meetings of the CRA Board, multiple hearings with the Planning Board, a focused community workshop, meetings with various community groups and the utilization of an online website forum in coUrbanize, which has 264 active followers. The Applicant has utilized other innovative outreach methodologies such as a poster text survey initiative around the Project Site, and a Parking Day pop-up office to gather feedback.



The Applicant has continued to utilize the coUrbanize website, and exploring other methods of outreach such as on-site community intercept engagements, tabling at area markets, and online surveys.

[HTTPS://COURB.CO/KSQD](https://coub.co/ksqd)

1.6.4 PUBLIC OUTREACH CONTINUED

Numerous public meetings have been held by the CRA and the Applicant in preparation for this submission.

2015

- October 13, 2015 – Presentations to Planning Board and the Kendall Square Association
- November 5, 2015 – CRA Board adopts revisions to KSURP (v2))
- November 10, 2015 – Planning Board makes recommendations to City Council
- November 19, 2015 – Public hearing of the City Council Ordinance Committee
- December 01, 2015 – CRA Board makes additional revisions based on Ordinance Committee hearing (v3)
- December 3, 2015 – Continued public hearing of the City Council Ordinance Committee – forwarded to the full Council
- December 7, 2015 – Full City Council Meeting
- December 16, 2015 – CRA Board makes final set of revisions based on full City Council meeting (v4)
- December 21, 2015 – City Council adopts KSURP Amendment and MXD Zoning

2016

- March 16, 2016 – CRA Board Meeting on Open Space Plan
- April 13, 2016 – East Cambridge Planning Team (ECPT) – Open Space
- April 27, 2016 – CRA Design Review Committee presentation on Massing and Program
- May 18, 2016 – CRA Board – Sustainability Strategy Discussion
- June 8, 2016 – ECPT – Massing and Sustainability Presentation
- June 15, 2016 – CRA Board – Presentation on circulation, streetscape, and parking
- June 23, 2015 – CDD Staff Bicycle Committee Meeting

- June 28, 2016 – Planning Board – Project Overview
- July 19, 2016 – Public Open House and Workshop on Concept Plan
- July 20, 2016 – CDD Staff Workshop with Traffic Parking & Transportation Department
- July 28, 2016 – CRA Board Meeting – Urban Design and Concept Plan Overview
- September 20, 2016 – Joint Planning Board/CRA Board Initial Hearing
- December 20, 2016 – Planning Board Hearing
- January 17, 2017 – Date of Decision

2018

- May 9, 2018 – CRA Board Meeting introduction to Phase II
- July 11, 2018 – East Cambridge Planning Team Meeting
- July 31, 2018 – Joint CRA Planning Board Pre-Application Meeting
- August 1, 2018 – Public Open House on Concept Plan Amendment
- August 8, 2018 – CRA Board Meeting on the Ground Plan and Residential Update
- September 12, 2018 – Planning Board and CDD Board Existing Conditions Walkthrough

On Aug 1st 2018, approximately 37 people were in attendance at the Public Open House on Concept Plan Amendment meeting.

In addition to the public meetings listed here, Boston Properties has maintained a refreshed CoUrbanize site with information and ongoing dialogue about various components of the amendment. For further information, please log onto: <https://coub.co/ksqd>

PROJECT RESPONSE TO FEEDBACK

Additionally, through the public meeting process, the project team has focused on the following suggestions and feedback:

Kendall Square Rooftop Garden Accessibility and Visibility – It was noted during the joint CRA Board and Planning Board meeting on August 8, 2018, that any potential building located at 325 Main should enhance pedestrian connectivity between Kendall Plaza and the Kendall Square Rooftop Garden. The Commercial B project team has included a commitment to provide both stairway and elevator access between Kendall Plaza and the Kendall Square Rooftop Garden. A range of potential solutions and circulation configurations, including the potential to integrate the connection with proposed second floor retail have been recommended for study, the results of which will be presented and refined during the Design Review process for Commercial Building B. However, the commitment to create the pedestrian connection is made as part of this Concept Plan Amendment submission.

Shadow Studies – Multiple respondents asked for greater clarity in the shadow studies to better understand the impacts of the proposed Commercial Building B massing on the Kendall Square Rooftop Garden. The studies included as part of Chapter 7, Environmental Impacts, have been updated to include an additional date in October, and have been reconfigured for clarity to better differentiate existing shadow and estimated net new shadow created by the proposed Commercial Building B massing at 325 Main Street. Additional shadow studies will be presented as part of the 325 Main Design Review process.

Public Restrooms – The project team has heard from multiple sources that the Kendall Plaza would benefit from publicly accessible bathrooms. The Commercial Building B design team is exploring the potential to integrate bathrooms into the ground floor-retail of the building. Specific locations for public bathrooms will depend on the overall programming of the Commercial Building B retail, and the final configuration of Pioneer Way through the ground floor of the building.

Park Programming – It was noted that the proposed amendment contained improvements to multiple public spaces including Broadway Park, Kendall Plaza and the Kendall Square Rooftop Garden. The project team has considered multiple potential uses for these public open spaces, and has recommended specific public uses that create a unique identity for each location. The specific design for each public space will be included as part of the Design Review process for each Phase II project component.

The preceding does not constitute a complete list of feedback, but is instead intended to highlight some of the major themes documented throughout the public outreach process. The project team looks forward to continued dialogue and feedback during both the Master Plan and 325 Main Design Review processes.

JULY 19, 2016 – PUBLIC OPEN HOUSE AND WORKSHOP ON CONCEPT PLAN

